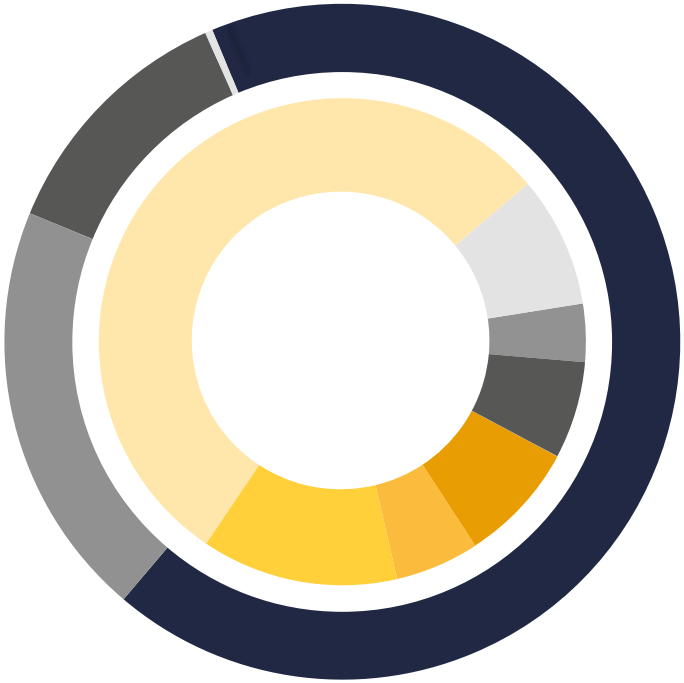
UOC Universitat Oberta de Catalunya

A transformative university that adapts to the times

UOC Annual Report of the academic year 2013/2014



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1. Presentation

A transformative university that adapts to the times

"Provide our students with the best resources, skills and knowledge so that they can reach their full potential as professionals, increase their employability and ensure their adaptation to the business world. This is the UOC's mission."

Accountability is a sign of the institution's transparency to those outside and a normal activity. What's more, internally, it allows for a necessary break from the day-to-day hustle to take time and go over what has been done. Likewise, it aids facing up to the challenges of the future while being fully aware. The importance of these factors is highlighted when, as is the case here, the *Annual Report* corresponds to the first full year of the new management team's time in office.

When, nearly two years ago, we – my team and I – took on the challenge of leading the UOC, we had it clear that first and foremost we had to learn and listen. We had to soak ourselves in the reality and potential for teaching, technology and administration at an institution that has enjoyed almost twenty years of success and which, following our time in office, had to go on and improve on this. As one of the fathers of the European Union Jean Monnet said, "People come and go, but institutions remain; nothing is possible without men, but nothing lasts without institutions.".

Once this initial period of diving deep was complete, we focused on developing a strategic plan that was able to guarantee the UOC's future and viability, while preserving the identifying characteristics of the initial project (innovation, educational model, proximity, ubiquity, etc.). Now that this planning stage is complete, we are fully immersed in its application.

The following pages are, indeed, a detailed chronicle of the necessary, complex and, I believe, successful work undertaken in fields as diverse as research, internationalization, corporate responsibility or quality, because while all this was going on, the world kept turning. Over all these months, we have continued to provide a service to our students and society in general, overcoming the barriers of time and distance, being accessible from any platform and offering quality training and education. Because, at the end of the day, this is our fundamental aim: to provide our students with the best resources, skills and knowledge so that they can reach their full potential as professionals, increase their employability and ensure their adaptation to the business world. This is the UOC's mission.

Josep A. Planell
UOC President

2. The course of the year

September 2013

TEACHING

The UOC, in association with the Barcelona City Council, offers a postgraduate diploma in Mobile App Development.

The UOC launches the new bachelor's degree in Anthropology and Human Evolution, offered in conjunction with the Universitat Rovira i Virgili.

AWARDS AND HONOURS

The President of the UOC, Josep A. Planell, receives the George Winter Award from the European Society for Biomaterials.

The President of the Research and Doctorate Scientific Committee, Manuel Castells, receives the international Balzan award for his contribution to the sciences and arts.

October 2013

INAUGURAL LECTURE

The inaugural lecture for the academic year is given by Jaume Pagès i Fita, managing director of Universia and former rector of the UPC, who speaks about the challenges and opportunities for universities in a global context. w.uoc.edu/inaugural14

Jaume Pagès

AWARDS AND HONOURS

The Barcelona City Council awards the Ignasi Fina Prize for Occupational Health to the team behind the UOC's e-work initiative.

The Information and Communication Sciences Department is ranked among the top 50 departments in the world by iSchools.

OPEN KNOWLEDGE

The UOC promotes open access to knowledge at International Open Access Week, organized by the Scholarly Publishing and Academic Resources Coalition (SPARC).

ALUMNI

The UOC launches COTalent, a knowledge exchange and collaborative work platform.

cotalent.uoc.edu

AGREEMENTS

The UOC and the Spanish Association of Information Technology Professionals *(Asociación de Técnicos de informática*, ATI) sign an agreement to strengthen the course offering in this field, coinciding with the second edition of the Crash Courses initiative.

November 2013

RESEARCH

The Catalan Government's Secretariat for Universities and Research (SUR) appoints the UOC as the lead institution of an analytical project on massive open online courses (MOOCs).

ACADEMIC LIFE

The UOC holds graduation ceremonies for 2013 in Barcelona, Madrid and Manacor.

www.uoc.edu/graduacio/2013

Graduation ceremony 2013

AGREEMENTS

A new collaboration agreement is signed between the UOC and the United Nations Association in Spain (ANUE) for the development of actions and initiatives in the field of human rights.

The UOC, the International Council for Open and Distance Education (ICDE) and the South African Institute for Distance Education (SAIDE) jointly organize a course to address the lack of qualified teaching staff in Africa.

AWARDS AND HONOURS

The Hinnovar prize for innovation in hospital management is awarded to the team behind a project on congenital metabolic disorders, carried out by the Hospital Sant Joan de Déu, the UOC and the Centre for Biomedical Network Research on Rare Diseases (CIBERER).

Manuel Castells, President of the UOC Research and Doctorate Scientific Committee, is awarded an honorary doctorate by the University of Guadalajara (Mexico).

THE UNIVERSITY

The Executive Management Committee approves an agreement to promote social responsibility.

Social responsibility annual report

Pere Fabra is appointed as the UOC's new Ombudsman.

December 2013

ACCESSIBILITY

A survey indicates that students with disabilities see the UOC as the most accessible university in Catalonia, posing the fewest barriers to their studies.

AGREEMENTS

Alliances with partners in Chile, Dubai, China and Australia are strengthened with the signing of new agreements for shared projects and double degrees, which consolidate the UOC's international brand presence and expand its course catalogue.

LIBRARY

The UOC launches the redesigned Virtual Library, which provides a smoother user experience.

biblioteca.uoc.edu

RESEARCH

The UOC organizes the first International Research Symposium.

congress.uoc.edu/rdi2013

First International Research Symposium

A meeting of the UOC Research and Doctorate Scientific Committee is held.

STRATEGIC PLAN

The participatory process for the implementation of the UOC's Strategic Plan identifies some 2,000 potential actions for the coming seven years.

January 2014

STUDENTS

A total of 33,500 UOC students sit the final examinations for the first semester of the 2013/2014 academic year.

ACADEMIC LIFE

The President, Josep A. Planell, attends the graduation ceremony for the 1,200 new UOC graduates in Mexico and signs agreements with the leading universities in the country.

The degree in East Asian studies reaches its tenth anniversary.

OPEN KNOWLEDGE

The UOC's 4th Conference on Criminology addresses policies on the abandonment of criminal behaviour as an alternative model to rehabilitation.

PATENTS

The UOC applies for a patent to protect an audio watermarking system developed by the IN3's KISON research group.

February 2014

The UOC organizes the 2nd Conference on the Online Legal Profession, addressing the potential use of social networks and new technologies as management and marketing tools for law firms.

March 2014

RESEARCH

The UOC leads a collaborative project in Jordan carried out with European university partners to develop quality standards for e-learning initiatives.

KNOWLEDGE TRANSFER

Open Evidence, the first UOC spin-off, is launched. The company specializes in consultancy services in a range of specialist areas, including e-health and e-administration, data analysis and behavioural economics.

www.open-evidence.com

STUDENTS

90% of UOC students pass their first semester examinations for the 2013/2014 academic year, placing overall student performance – the rate of success in terms of the total number of enrolments – at 70% for the same period.

April 2014

UOC GROUP

The University announces the creation of Oberta Publishing, the new institutional publishing firm responsible for transforming traditional teaching contents into innovative and entertaining learning formats.

www.obertapublishing.com

OPEN KNOWLEDGE

The UOC becomes the first European university to take on a dedicated Wikipedist, who is responsible for making the UOC's open content available to the entire Wikipedia user community.

May 2014

TEACHING

The UOC continues to offer the international master's degree in Conflictology, in conjunction with the UN.

The UOC launches the Miró Chair, a joint initiative with the Joan Miró Foundation to promote greater study and dissemination of the artist's work.

w.uoc.edu/catedra-miro

AWARDS AND HONOURS

The SpeakApps language learning portal wins a silver medal at Learning Impact 2014, awarded by the IMS Global Learning Consortium.

www.speakapps.eu

OPEN KNOWLEDGE

Nine prize-winning school projects are presented at the *Debates on Education in Action* conference. *Col·labora per a Innovar*, organized by the UOC and the Fundació Jaume Bofill.

enaccio.debats.cat

ALUMNI

Successful organization of the Annual Alumni Meeting in Barcelona, focused on entrepreneurship and commitment.

Annual Alumni Meeting

UOC NETWORK

The UOC's regional offices celebrate Scratch Day, under the title *Juga a programar, programa jugant* [Play at programming, program through play].

ACADEMIC LIFE

A special ceremony is held to acknowledge the efforts of the outgoing president, Imma Tubella (2005–2012) and her management team.

INNOVATION

Alumni launches the UOC ON mobile app, creating an online community of students, teachers, management staff and graduates and facilitating digital contact with companies and wider society.

w.uoc.edu/uoc-on

June 2014

TEACHING

The UOC creates a new UNESCO Chair to promote research and development in the field of Food, Culture and Development.

RESEARCH

Eight innovative projects are introduced at the second Spin UOC meeting, an event consisting of short, creative presentations on transferable projects carried out at the UOC.

www.uoc.edu/rdi/spin

Spin UOC

OPEN KNOWLEDGE

Twitter and social networks as educational tools are the focus of the 5th Conference on Law Education and ICTs.

The UOC launches *Oikonomics*, a journal focusing on the analysis and discussion of key issues in economics, business and society.

oikonomics.uoc.edu

July 2014

THE UNIVERSITY

The new Board of Trustees is formed. The chairman is Andreu Mas-Colell, the Catalan Minister for Economy and Knowledge, and the majority of trustees are now drawn from private organizations.

AWARDS AND HONOURS

The Catalan Ministry of Economy and Knowledge awards the Jaume Vicens Vives prize for quality in university education to Joseph Hopkins, a teacher at the UOC's School of Languages.

RESEARCH

A joint study carried out by the UOC and EADA Business School reports on excellent employment figures among recent graduates in Business Administration and Management. The study is selected as best paper at the BAFA SIG Education Conference at Bristol University, UK.

The Catalan Ministry of Economy and Competitiveness approves the allocation of 300,000 euros to four research, development and innovation projects at the UOC.

INNOVATION

The UOC launches *Timeline*, a series of innovative television programmes designed to improve students' digital skills and ability to work in online environments.

OPEN KNOWLEDGE

Movistar and Barcelona Mobile World Capital organize a joint session with the UOC on *Cinephone Maker*, the first major mobile video event in Spain.

A joint study carried out by the UOC and EADA Business School, published in the journal RUSC, reports on excellent employment figures among recent graduates in Business Administration and Management.

rusc.uoc.edu

AGREEMENTS

The UOC and the Catalan Ministry of Education agree on measures to promote the use of ICTs in teaching and learning and sign a training and research agreement with the Institut Obert de Catalunya.

August 2014

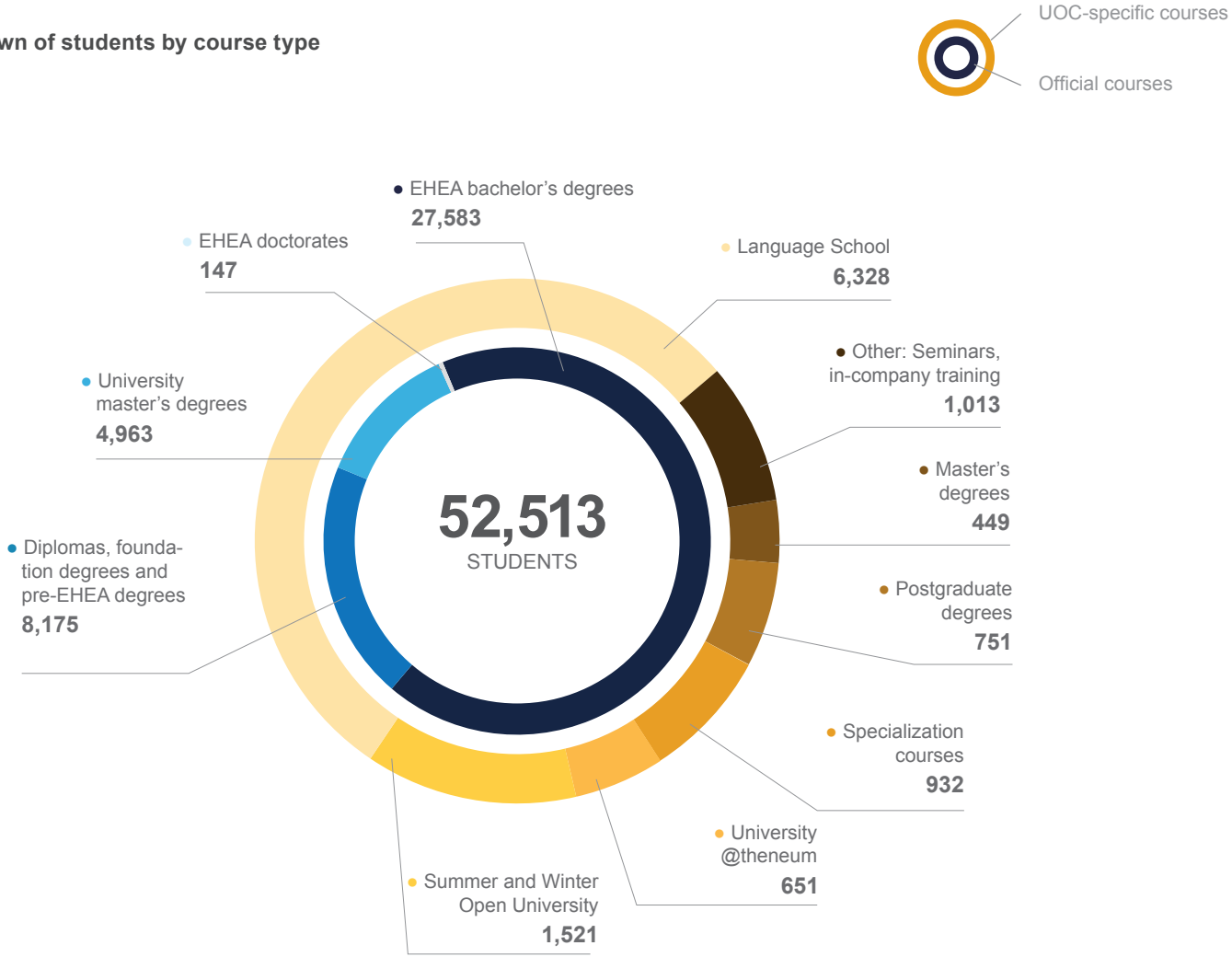
ACCESSIBILITY

The UOC consolidates its reputation as a highly accessible online university and caters for more students with special educational needs than any other Spanish university, with 793 new enrolments for the 2012-2013 academic year.

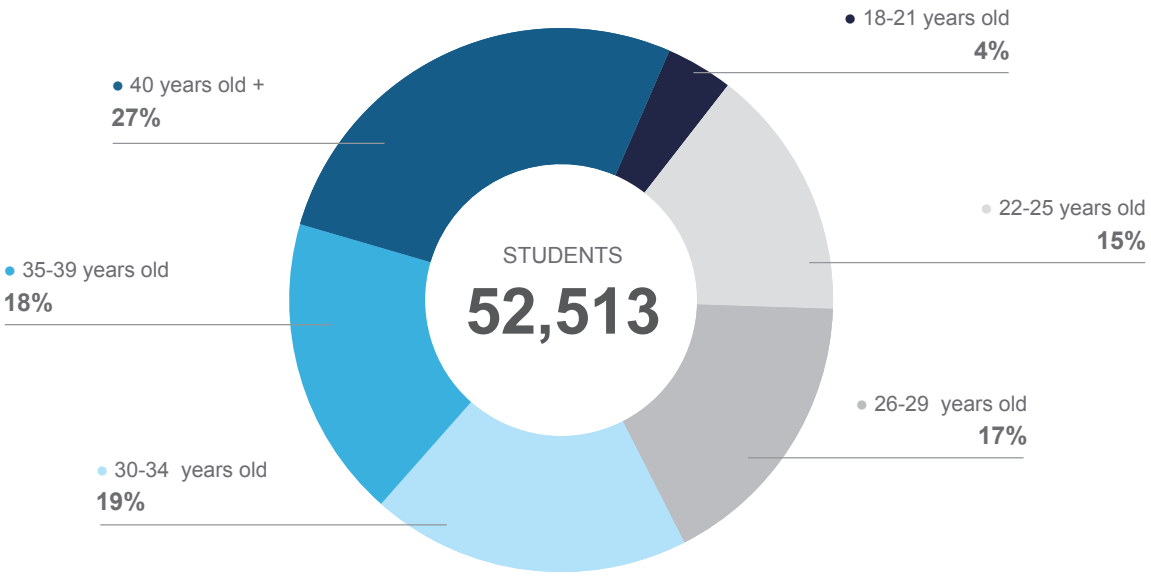
3. The UOC in figures

Students

Breakdown of students by course type

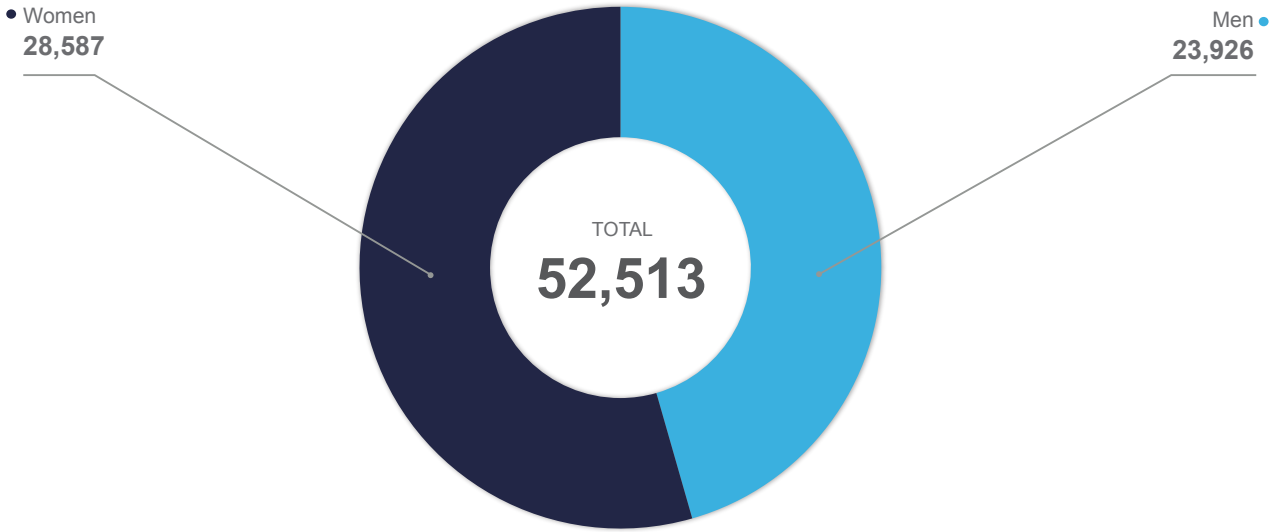


Breakdown of students by age



Age groups	Undergraduate degrees: diplomas, foundation degrees, pre-EHEA degrees and UOC-specific courses	EHEA bachelor's degrees	Postgraduate degrees: university master's degrees	Doctorates	Postgraduate degrees: master's degrees, postgraduate degrees and specialization courses	University @theneum	Language School	Summer and Winter Open University, seminars and in-company training	Total
18-21 years old	1	1,251			10	14	578	83	1,937
22-25 years old	689	4,538	710		314	74	1,431	202	7,958
26-29 years old	1,330	5,090	917	18	409	89	895	328	9,076
30-34 years old	1,831	5,352	1,074	41	430	79	936	400	10,143
35-39 years old	1,782	4,674	958	31	378	91	887	498	9,299
40 years old +	2,542	6,678	1,304	57	591	304	1,601	1,023	14,100
Total	**8,175**	**27,583**	**4,963**	**147**	**2,132**	**651**	**6,328**	**2,534**	**52,513**

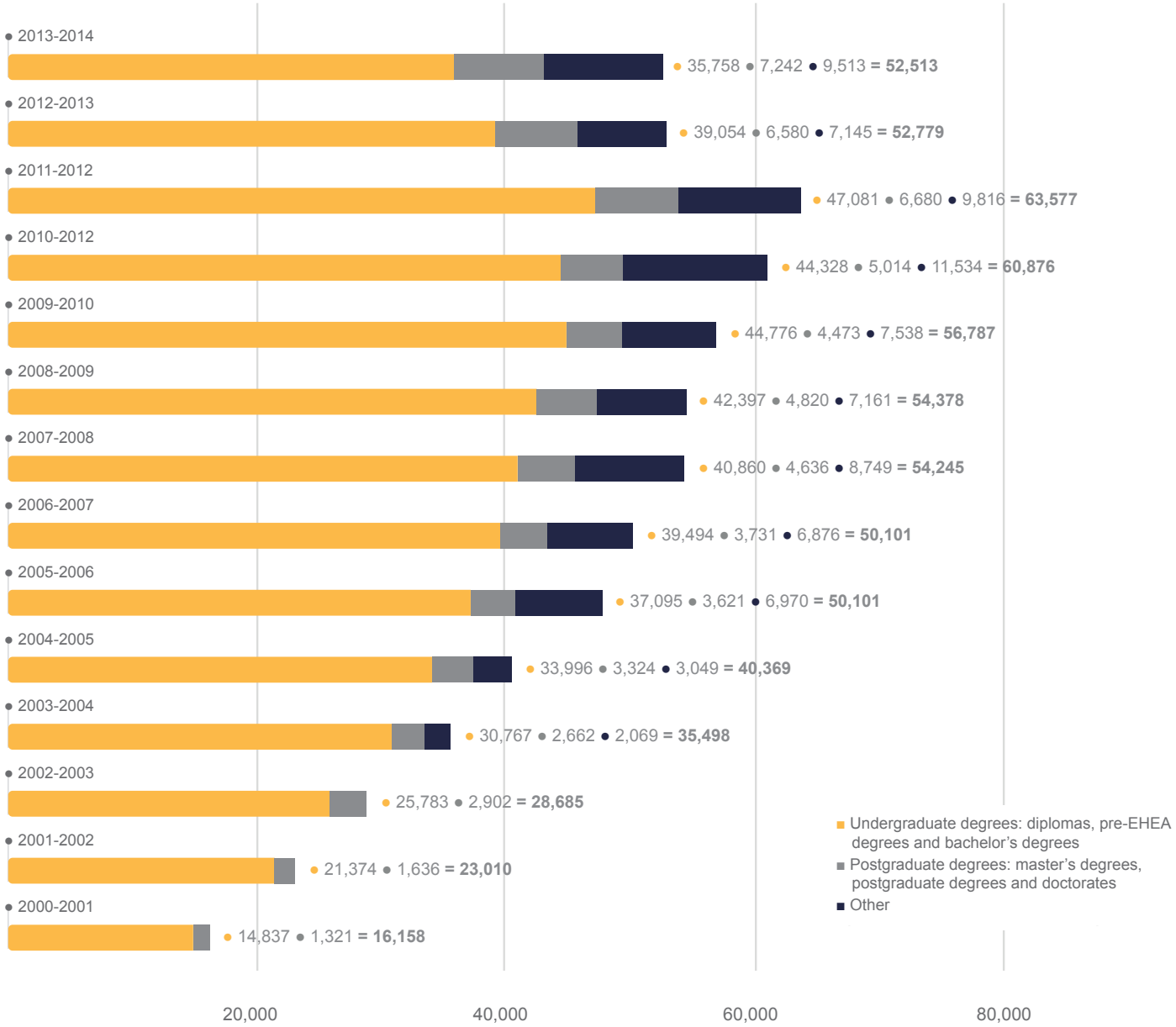
Breakdown of students by sex



54% **46%**

SEX	Undergraduate degrees: diplomas, foundation degrees, pre-EHEA degrees and UOC-specific courses	EHEA bachelor's degrees	Postgraduate degrees: university master's degrees	Doctorates	Postgraduate degrees: master's degrees, postgraduate degrees and specialization courses	University @theneum	Language School	Summer and Winter Open University, seminars and in-company training	Total
Men	3,653	13,208	2,452	77	901	280	2,236	1,119	**23,926**
Women	4,522	14,375	2,511	70	1,231	371	4,092	1,415	**28,587**
Total	8,175	27,583	4,963	147	2,132	651	6,328	2,534	**52,513**

Evolution of enrolment numbers



Breakdown of students enrolled in officially recognized courses by department

Economics and Business Studies

PROGRAMMES	NUMBER OF STUDENTS
Diploma in Business Sciences	957
Diploma in Tourism	138
2nd-cycle degree in Business Administration and Management	670
2nd-cycle degree in Labour Sciences	491
2nd-cycle degree in Market Research and Techniques	393
Bachelor's degree in Tourism	586
Bachelor's degree in Business Administration and Management	4,977
Bachelor's degree in Marketing and Market Research	1,130
Bachelor's degree in Labour and Occupational Relations	893
University master's degree in Health and Safety	498
University master's degree in Management of Organizations in the Knowledge Economy	257
University master's degree in Analysis of the Economic Environment	72

Information and Communication Sciences

PROGRAMMES	NUMBER OF STUDENTS
2nd-cycle degree in Advertising and Public Relations	435
Pre-EHEA degree in Audiovisual Communication	295
2nd-cycle degree in Information and Communication Sciences	90
Bachelor's degree in Communication	1,579
Bachelor's degree in Information and Communication Sciences	386
University master's degree in the Information and Knowledge Society	181
University master's degree in Strategic Management of Information and Knowledge in Organizations	19

Law and Political Science

PROGRAMMES	NUMBER OF STUDENTS
Pre-EHEA degree in Law	759
2nd-cycle degree in Political and Administration Sciences	200
Bachelor's degree in Law	3,285
Bachelor's degree in Criminology	1,227
University master's degree in Political Analysis	101
University master's degree in Fiscal Policy	353
University master's degree in The Legal Profession	155
University master's degree in E-Administration and Governance	29
University master's degree in Human Rights, Democracy and Globalization	72

Arts and Humanities

PROGRAMMES	NUMBER OF STUDENTS
Pre-EHEA degree in Catalan Language and Literature	55
Pre-EHEA degree in Humanities	173
2nd-cycle degree in East Asian Studies	307
Bachelor's degree in Humanities	1,314
Bachelor's degree in Catalan Language and Literature	394
University master's degree in Cultural Management	261
University master's degree in Chinese and Japanese Studies: Contemporary World	60

University master's degree in Humanities: Art, Literature and Contemporary Culture	73
University master's degree in Catalan Studies	17
University master's degree in the Ancient Mediterranean UOC-UAB	32

Psychology and Educational Sciences

PROGRAMMES	NUMBER OF STUDENTS
Pre-EHEA degree in Psychology	320
2nd-cycle degree in Educational Psychology	1,499
Bachelor's degree in Psychology	5,408
Bachelor's degree in Social Education	1,866
University master's degree in Education and ICTs (e-learning)	542
University master's degree in Psychology, Health and Quality of Life	43
University master's degree in Learning Difficulties and Language Disorders	543

IT, Multimedia and Telecommunications

PROGRAMMES	NUMBER OF STUDENTS
Foundation degree in Management IT	409
Foundation degree in Systems IT	564
Foundation degree in Telecommunications, specializing in Telematics	192
2nd-cycle degree in Computer Engineering	228
Bachelor's degree in Computer Engineering	2,276
Bachelor's degree in Telecommunications Technologies	613
Bachelor's degree in Multimedia	1,649
University master's degree in Free Software	182
University master's degree in Information and Communication Technology Security	396
Master's degree in Multimedia Applications	199
Master's degree in Computer Engineering	212
University master's degree in Telecommunications Engineering	111
University master's degree in Telecommunications Engineering UOC-URL	54

Health Sciences

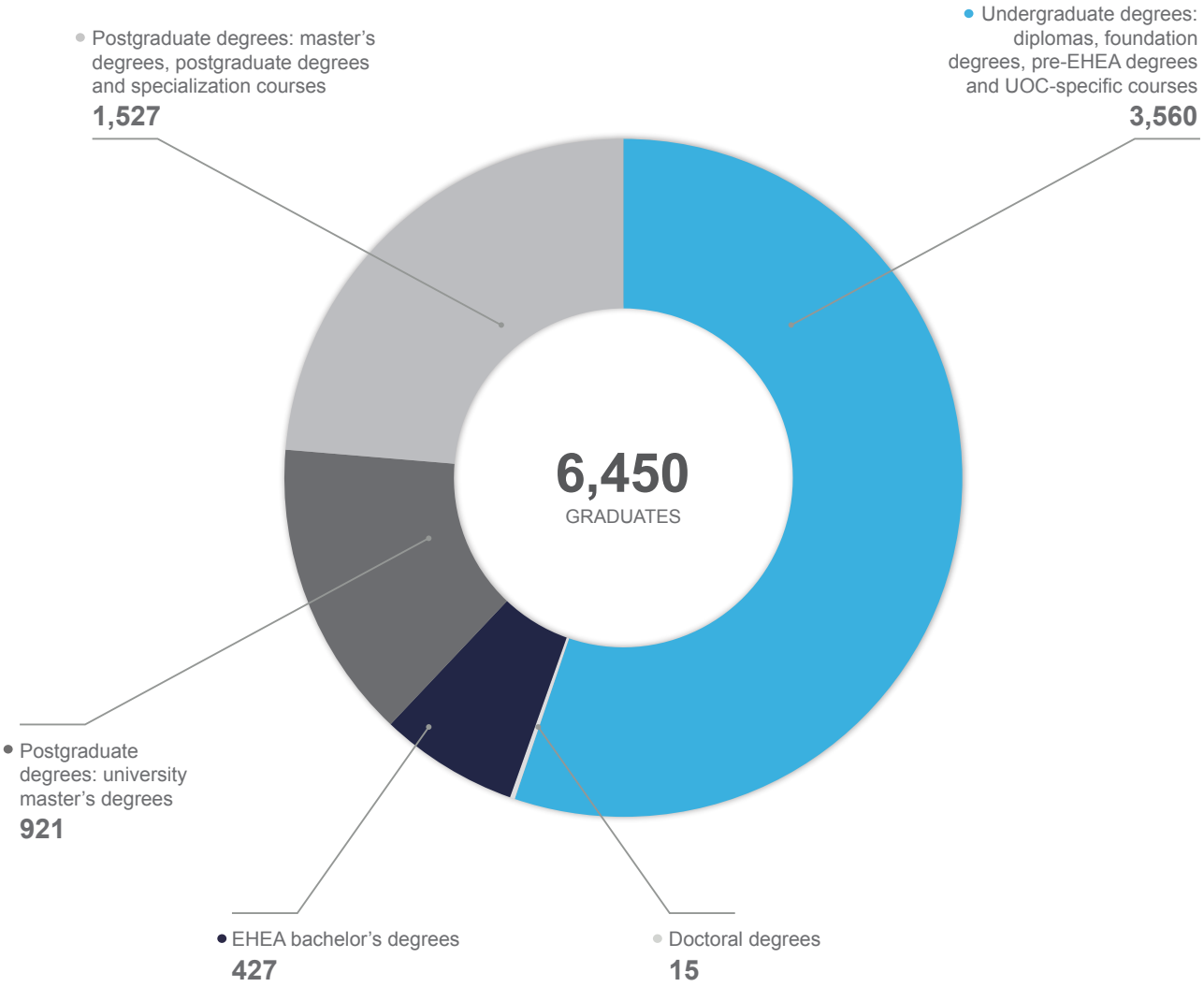
PROGRAMMES	NUMBER OF STUDENTS
Master's degree in Telemedicine	104
Master's degree in Health and Nutrition	346
University master's degree in Medical Social Work	51

40,721

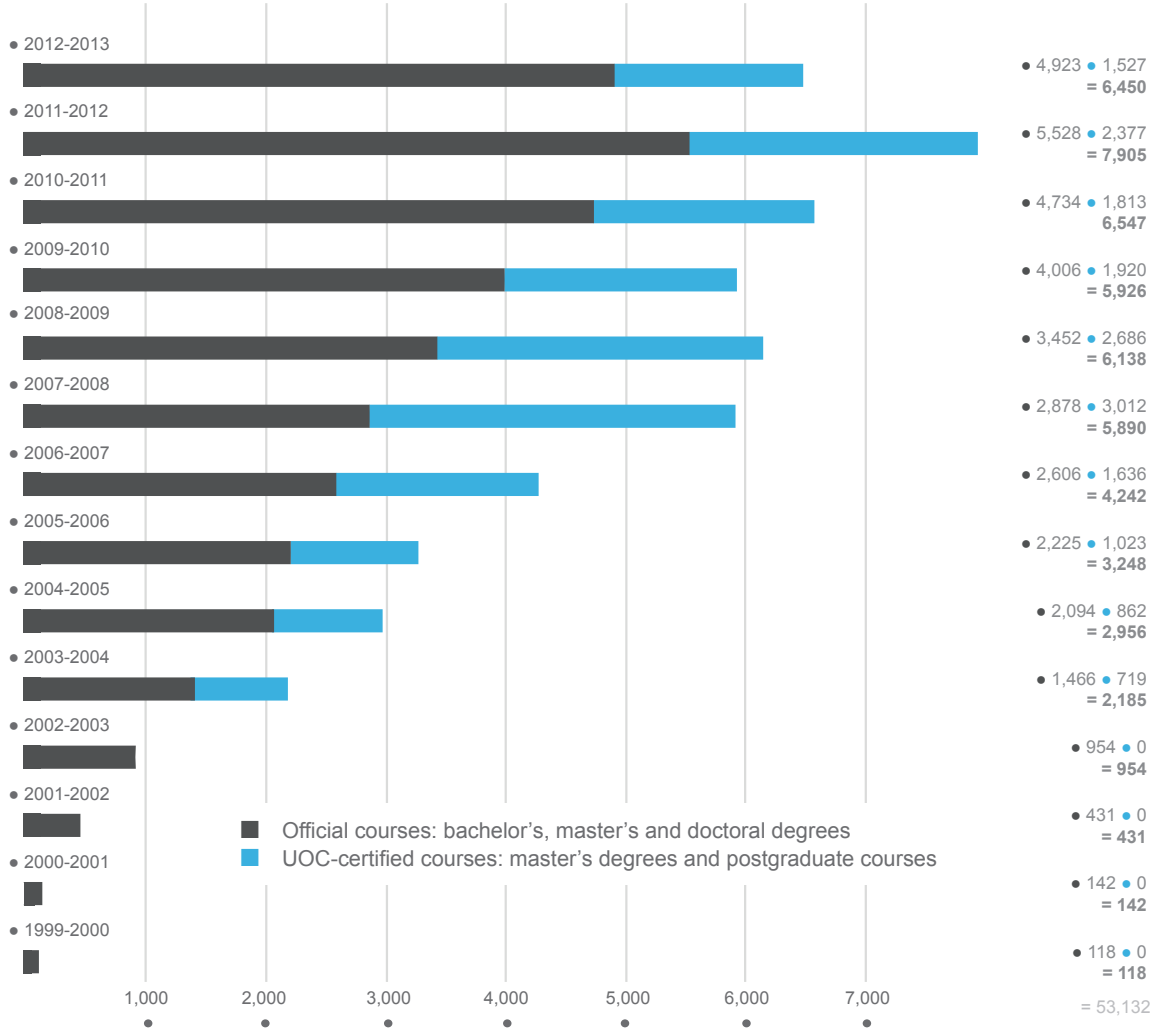
students in officially recognized courses

Graduates

Breakdown of graduates of academic year 2012/2013 by type of course



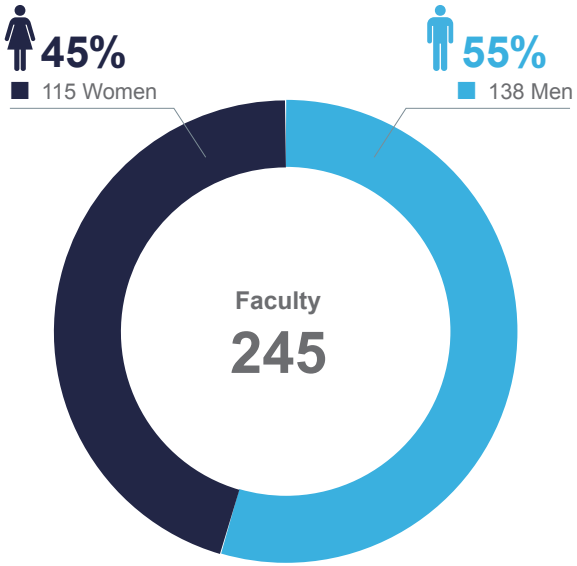
Evolution of the number of graduates

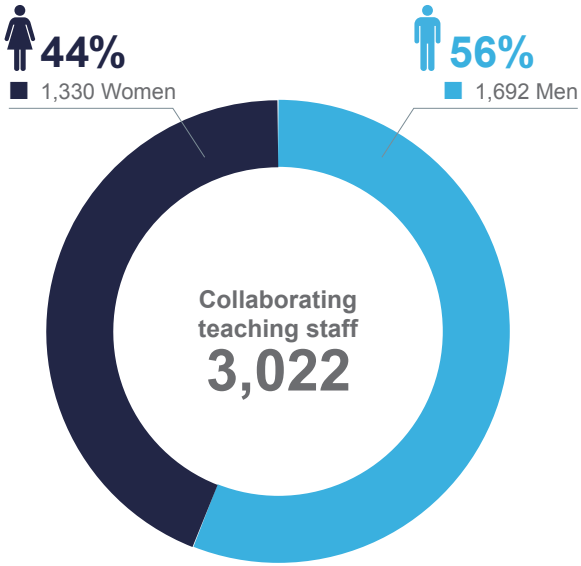


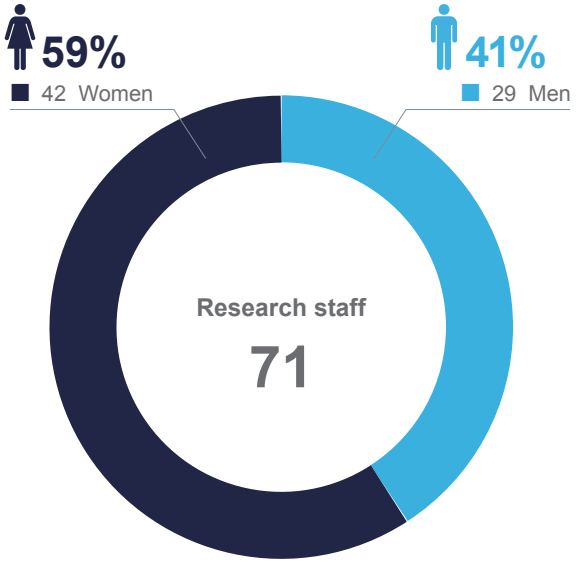
53,132

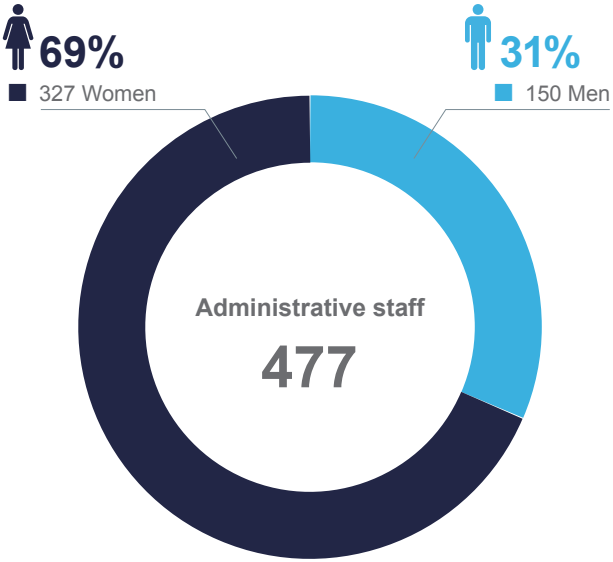
TOTAL GRADUATES

Teaching, research and management staff









Student support

Teaching

Tutors for courses taught in Catalan	378
Tutors for courses taught in Spanish	130
Subjects taught in Catalan	2,083
Virtual classrooms in Catalan	4,506
Subjects taught in Spanish	1,965
Virtual classrooms in Spanish	2,263
Subjects taught in English	183
Virtual classrooms in English	142
Subjects taught in French	19

Regional network

Examination centres	24
Regional offices	16
Support offices	51
Queries handled by support centres	66,919
Information requests handled	11,347
Information sessions	54
Welcome and orientation sessions for new students	32
Regional activities	152

Committees

Committees (campus, departments and regional offices)	22, with 172 representatives

508
tutors

6,911
virtual classrooms

4,269
subjects

67
regional and support offices

172
representatives

Virtual Library

16,208
e-book titles

161,021
e-resources

The collection	
Number of titles in catalogue	47,995
Number of e-book titles	16,208
Number of physical book titles	31,787
Number of volumes	70,475
Number of journals accessible online	91,948
Number of e-resources	161,021

Use of the Library, user support and training	
Loans	34,461
Catalogue queries	5,440,147
Queries submitted to the Library	3,785
Visits to the Library website	1,205,728
Downloads of full-text articles	449,877
Number of e-readers	180
e-reader loans	166
Training materials	66
Hours of training	114
Number of attendees at training sessions	573

The Library in classrooms	
Number of e-resources available in classrooms (Virtual Library)	20,988

180
e-readers

20,988
e-resources available in classrooms

QUERIES
143,941

FOLLOWERS
11,400

@UOCestudiant
@UOCestudiante

Student Services

Queries	
Questions, suggestions, complaints	143,941

Twitter channel	
Queries	524
Official communications (tweets)	9,800
Followers (July 2014)	11,400

Virtual Campus

Users
2,357,151

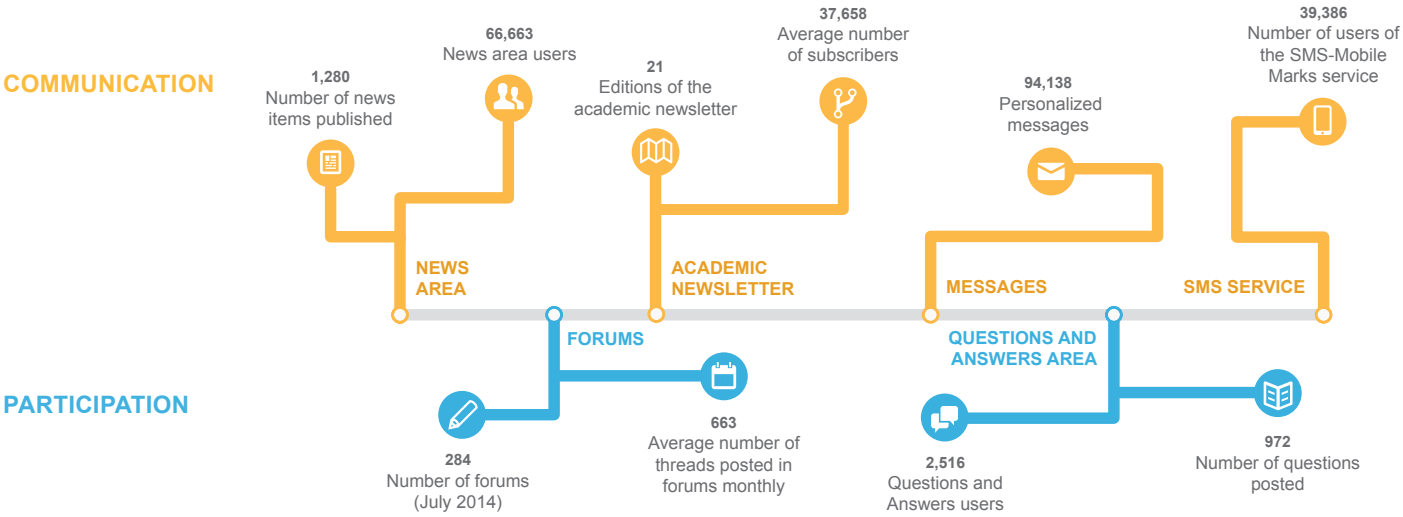
Visits
17,101,225

Pages viewed
55,426,432

Time spent
10 min 30 s

The UOC online

Communication channels and student participation



The UOC website

3,336,129
Visits

6,085,821
Pages visited

1,326,236
Users

4 min 44 s
Time spent

270,699
Visits from mobile devices
* Highest traffic month (June)

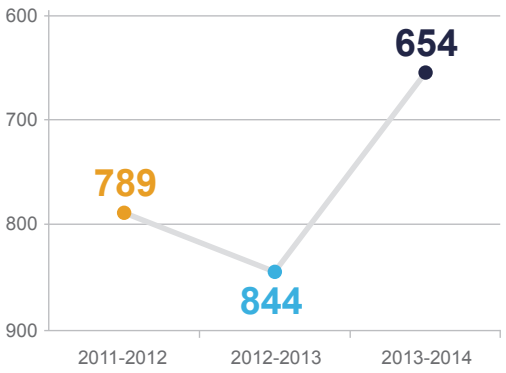
84,259
Visits to the Virtual Campus mobile app
* Highest traffic month (May)

3,388
UOC ON **app users**

15,776
My Mobile UOC **app installs**

Source: Google Analytics

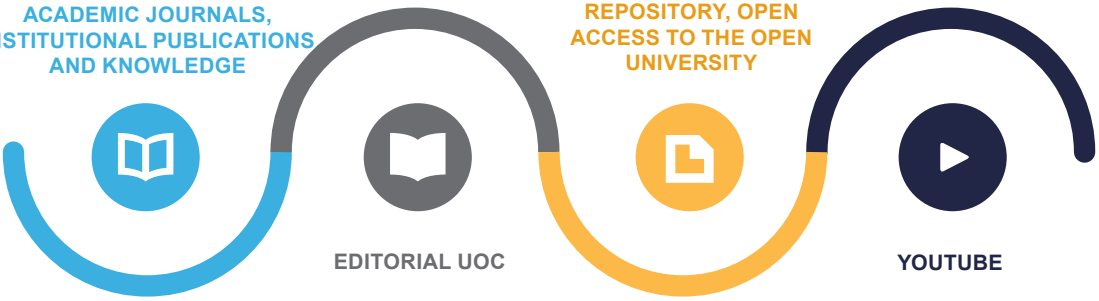
Rankings of the University's websites



Webometrics is an international ranking drawn up by the Spanish National Research Council (CSIC) of the websites of 20,000 universities. The ranking is based on four indicators: the size of the website (the number of pages that it hosts), visibility (the number of external links to a university's website), the number of rich files and Google Scholar.

Correct at 31 July 2014

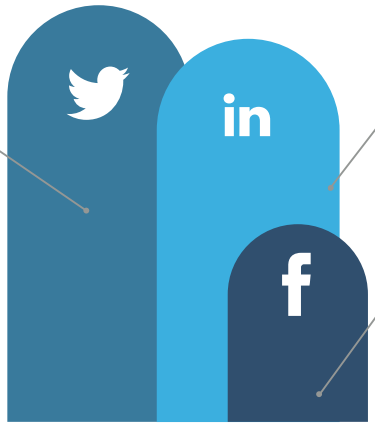
Open access to knowledge



Correct at 31 August 2014

*Academic and institutional journals: Anàlisi, Artnodes, COMeIN, Digithum, Ecouniversitat, eLC Research Paper Series, IDP. Revista d'Internet, Dret i Política, IN3 Working Paper Series, Journal of Conflictology, Mosaic, RUSC. Revista de Universidad y Sociedad del Conocimiento, UOC Papers, Walk In. Knowledge spaces: LletrA, Debats d'Educació.

The UOC in social networks



TWITTER **99,234**

Followers of *@UOCuniversitat, @UOCuniversidad and @UOCuniversity*
45,649

Number of active UOC Twitter accounts
43

Followers of all active accounts
99,234

LINKEDIN **60,157**

UOC Alumni members
4,479
Followers of the corporate page
12,185

Followers of the university page
43,493

FACEBOOK **32,731**

Followers of all spaces
32,731

Followers of the university page
23,181

Spaces
14

31 August 2014

4. Quality

Design and roll-out of EHEA qualifications

The UOC has increased the number of university master's degree courses for the academic year 2013/2014 to add to its consolidated range of EHEA qualifications:

> Learning Difficulties and Language Disorders

> Electronic Administration and Governance

> Chinese and Japanese Studies: Contemporary World

> Catalan Studies

> Medical Social Work

> Information and Communication Management and Strategies

> Digital Empowerment

The UOC also coordinates the following joint master's degrees:

> Ancient Mediterranean, with the Universitat Autònoma de Barcelona

> Telecommunications Engineering, with the Universitat Ramon Llull

The University also participates in the following interuniversity programmes:

> Contemporary History and Today's World, coordinated by the University of Barcelona

> Computer Vision, coordinated by the Universitat Autònoma de Barcelona

> Computational Engineering, coordinated by the Universitat Rovira i Virgili

> Teacher Training – Secondary Education, Language Teaching and Vocational Training, coordinated by the Universitat Autònoma de Barcelona

> Bachelor's Degree in Anthropology and Human Evolution, coordinated by the Universitat Rovira i Virgili

With these new courses, the UOC offers a total of 16 bachelor's degrees and 32 university master's degrees for the academic year 2013/2014.

Accredited faculty

> **79%**
of UOC faculty have a doctoral degree

> **74%**
of UOC faculty with a doctoral degree are accredited by the university system

> **60%**
of UOC faculty have been favourably assessed for teaching

> **31%**
of UOC faculty have been favourably assessed for research

5. Research, transfer and innovation

Cutting-edge research

rdi.uoc.edu

Research, innovation and transfer activity at the UOC is carried out by some 400 researchers organized into 46 groups. Each group is affiliated to one of the University's seven departments or teaching areas or to one of the two research centres (the Internet Interdisciplinary Institute and eLearn Center). Of these 46 groups, 26 were officially recognized by the Catalan Government in the latest accreditation period, in May 2014.

The volume of scientific output and transfer activities has risen in recent years, following major efforts to increase the participation of teaching and research staff and thanks to the invaluable assistance of the UOC Knowledge Transfer and Research Support Office.

One highlighted fact is the foundation of the first UOC spin-off, Open Evidence (www.open-evidence.com), specialized in consulting on health, welfare, consumption, innovation and public policy.

The Government of Catalonia recognizes 26 UOC research groups.

Scientific output at the UOC

> **21**
Books

> **164**
Book chapters

> **335**
Conference presentations

> **22**
Scientific-technical documents

> **169**
Scientific articles

> **10**
Theses

Figures correct on 31 December 2013

Committees

There are four UOC committees overseen by the Office of the Vice President for Research and Innovation, addressing research, innovation, knowledge transfer and research ethics, respectively. Each committee oversees a variety of actions and initiatives, which in 2013/2014 included the following:

Research Committee

The academic year 2013/2014 saw the passing of regulations on the structure and operations of the UOC's research groups, activities to publicise the results of the research, development, innovation and transfer at the UOC: the Open Thoughts blog, the second holding of SpinUOC (the UOC's knowledge transfer event) and the First UOC International Research, which represented an opportunity to witness first-hand the research and innovation activities carried out at the University.

Innovation Committee

Over the course of the 2013/2014 academic year, the new management team established the UOC's strategy and structure for innovation. The 'Val-ID' INNOVA project, for the development of an authentication system for online assessments, was also launched.

Publications Committee

The Publications Committee continued to implement the agreements established in the 2012/2013 academic year and presented its reports on the implementation of quality plans for the UOC's scientific journals.

Ethics Committee

The Ethics Committee manages the administrative processes linked to the development of research projects and publication of results and the necessary concern for ethics in these processes. It monitors current procedures, assesses their compliance with ethical requirements, and issues its approval where appropriate.

Research institutes

eLearn Center (eLC)
elearncenter.uoc.edu

The eLearn Center carries out a range of activities in the field of e-learning for UOC teaching staff and management staff, including experimental work, innovation initiatives, training programmes and applied research. It works to address the ongoing development and continued excellence of teaching and technology in the UOC's educational model.

Educational model, innovation and applied research

The eLearn Center structures its activities in three distinct, complementary areas: educational model, innovation and applied research. It also encompasses two specialized structures that provide the foundations for its work: the Education and ICTs (e-learning) programme, and the Experimentation Laboratory. Activities and programmes carried out over the course of the year included:

- The doctoral programme on Education and ICTs (e-learning) (until January 2014)
- Periodical publications; *eLC Research Paper Series* (http://elcrps.uoc.edu) RUSC. *Universities and Knowledge Society Journal* (http://rusc.uoc.edu)
- National and international research projects
- eLC Research Fellows Programme
- Research management and promotion
- Predoctoral and postdoctoral research placements
- Seminars and conferences
- International visits

Director of the eLC: Albert Sangrà (until January 2014), Christine Appel.

Internet Interdisciplinary Institute (IN3)
in3.uoc.edu

The IN3 aims to create and consolidate networks for collaborative research and knowledge exchange between members of the research community, overseeing a range of activities including:

- Call for applications for staff researcher positions
- Calls for applications for visiting professor positions
- Call for applications for postdoctoral research fellowships
- Publication of the Working Papers series
- Organization of research seminars, workshops and international conferences

The Institute maintains an active presence in social networks (Twitter: @in3_uoc) and publishes a monthly newsletter on the activities it organizes.

Director of the IN3: Dr. Josep Lladós.

UOC Scientific Research Committee (2013-2020)

Manuel Castells (chair)

Martin Carnoy William Dutton, Jerry Feldman, Jordi Galí, Brenda Gourley, Dame Wendy Hall, Miguel Ángel Lagunas, Helga Nowotny, John Thompson, Michel Wieviorka and Rosalind Williams.

Knowledge Transfer and Research Support Office

The Knowledge Transfer and Research Support Office (OSRT) responds to the needs of the professionals involved in the University's research, development and innovation activities. It is responsible for disseminating the results of the R&D activities via publications, courses, seminars, web platforms and 2.0 channels (social networks and blogs), among others. It also represents the UOC in national and international R&D networks.

The most prominent projects and actions during the 2013/2014 academic year were as follows:

Knowledge transfer

Spin UOC 2014

The general goal of the second edition was to build a network of contacts between the teams behind innovative projects and initiatives at the UOC and the social and commercial fabric of the surrounding area and region. Eight innovative projects carried out by UOC researchers and students were presented to companies and institutions, with a view to reaching agreements to adapt the technologies for their own purposes.

Second patent

In the second semester of 2013, the UOC made its second patent request to the Spanish Patent and Trademark Office. The patent was requested for a real-time audio watermarking system developed for small mobile devices.

Commercialization of UOC results

Over the 2013/2014 academic year several new projects for the commercialization of UOC products and services were analysed. These joined the eight projects begun in the previous year in the University's valorization portfolio. Three of these projects are currently in the commercialization phase (eLearn Court, Lab@home and Speakapps) and three are in the results protection phase.

Research dissemination

First UOC International Research Symposium

The symposium is an opportunity to see first-hand the range of research and innovation activities carried out at the UOC; 162 research and innovation projects were presented, and a general discussion on the future of the university was held.

Open Thoughts blogs

This family of blogs was set up to share and discuss the views of national and international experts on topics suggested by the research community. The third blog in the series was launched in the first term of 2013 (w.uoc.edu/openthoughts).

"Thursday with the OSRT" talks

Each month the OSRT organizes a talk on a specific aspect of research, development and innovation activity: innovation, the European Horizon 2020 programme, faculty and research staff evaluations, dissemination and assessment of research, development and innovation activities, and tools to stimulate creative thinking.

6. The UOC internationally

Presence in international networks

Over the course of the 2013/2014 academic year, the UOC was actively involved in the work of various international networks, contributing to plenary sessions, talks and presentations, setting up stands at major events, and hosting international conferences for associations such as the EAIE, EFQUEL, IMHE-OECD, EDEN and Online Educa Berlin. The UOC's standing commitment to internationalization was reflected in a series of institutional visits to European and Latin American universities and to international organizations including AUF, UNESCO, IMHE-OECD, FAO and UNITAR. The updated list of networks to which the UOC belongs can be consulted online. http://w.uoc.edu/international/networks

35
international networks

- **ACA** (Academic Cooperation Association)
- **AUF** (Agence Universitaire de la Francophonie)
- **AUIP** (Asociación Universitaria Iberoamericana de Posgrado)
- **CALED** (Instituto Latinoamericano y del Caribe de Calidad en Educación Superior a Distancia)
- **CASE** (Council for Advancement and Support of Education)
- **CINDA** (Centro Interuniversitario de Desarrollo)
- **CREAD** (Consorcio-Red de Educación a Distancia)
- **e-OMED** (Espace Numérique Ouvert pour la Mediterranée)
- **EADTU** (European Association of Distance Teaching Universities)
- **EARMA** (European Association of Resarch Managers and Administrators)
- **EDEN** (European Distance and e-Learn- ing Network)
- **EDUCAUSE-ELI**
- **EFQUEL** (European Foundation for Quality in e-Learning)
- **EMUNI** (Euro-Mediterranean University)
- **ENOHE** (European Network for Ombudsmen in Higher Education)
- **EPUF** (Euromed Permanent University Forum)
- **ESMU-HUMANE** (Heads of University Management & Administration Network in Europe)
- **EUA** (European University Association)
- **EUCEN** (European Association for University Lifelong Learning)
- **EUNIS** (European Universities Information System)
- **GUNI** (Global University Network for Innovation)
- **IAU** (International Association of Universities)
- **ICDE** (International Council for Open and Distance Education)
- **IMHE-OECD** (Institutional Management in Higher Education)
- **IMS GLC** (IMS Global Learning Consortium)
- **NAFSA** (Association of International Educators)
- **NMC** (New Media Consortium)
- **OBHE** (The Observatory on Borderless Higher Education)
- **OCW** (Open Course Ware Consortium)
- **OERu** (Open Educational Resources university)
- **RECLA** (Red de Educación Continua de América Latina y Europa)
- **REDDU** (Red de Defensores, Procuradores y Titulares de Organismos de Defensa de los Derechos Universitarios)
- **Tallories Network**
- **UXPA** (The User Experience Professionals Association)
- **Xarxa Vives**

International agreements signed

The UOC strengthened its international ties with the signing of collaboration agreements for teacher training, research, the organization of joint courses of study and double degrees, and mobility initiatives for students, teaching staff and management staff with universities and government organizations. The UOC had 152 active agreements for the 2013/2014 academic year, 33 of which were new. Major agreements included:

UNITAR

United Nations Institute for Training and Research

An agreement under which UNITAR students can complete their education at the UOC, leading to the award of the master's degree in Conflictology.

UNDP

United Nations Development Programme

Renewal of the agreement to collaborate in various UNDP projects.

INACAP

Technological University of Chile

Signing of an agreement for the organization of two master's degrees in the fields of economics and IT management.

UNAM

Autonomous University of Mexico

Renewal of a contract with the largest university in Mexico to offer a range of postgraduate programmes in City and Urban Planning.

Internationalization programmes

'Internationalization at Home' programme

During the 2013/2014 academic programme, the UOC renewed its agreement with the La Caixa Foundation to support the "Internationalization at Home" programme, which oversees academic activities and information sessions delivered by professors, researchers and international experts.

Erasmus

The Erasmus programme offers UOC staff the chance to complete academic and teaching placements at universities outside Spain. For its part, the Study Trip programme aims to increase knowledge transfer between UOC management staff and their counterparts at foreign universities.

This major EU initiative also has a specific strand for student exchanges. Under the programme, students complete a four-month study placement at a foreign university. In the 2013/2014 academic year, seven UOC students were awarded an Erasmus study grant and one student received a placement grant. Similarly, three international students (two Italians and an Iranian living in Turkey) requested placements at the UOC.

33
new agreements

152
existing agreements

7. Strategic plan 2014-2020

The President and his management team have defined the following priority objectives: internationalization as a model for expansion; a focus on the search for external funding; and budgetary stability (given the ongoing economic crisis). These objectives are pursued following a series of defined strategies.

The first period of the new term of office was used to lay the foundations of the Strategic Plan that will provide the route map for the institution over the next seven years.

Strategic pillars and aims

01.

A multidisciplinary and flexible approach

The University pursues various strategies to address individual student requirements, based around personalized and multidisciplinary curricular pathways and permanent access to UOC services.

This core area can be broken down into the following specific objectives:

1. To create a learning environment that offers students an intellectually stimulating, socially transformative and inclusive educational experience.
2. To provide high-quality, multidisciplinary education and personalized curricular pathways, giving students the greatest possible chance to surpass their personal and professional expectations.
3. To provide suitable technology to ensure uninterrupted access to learning and support spaces.

02.

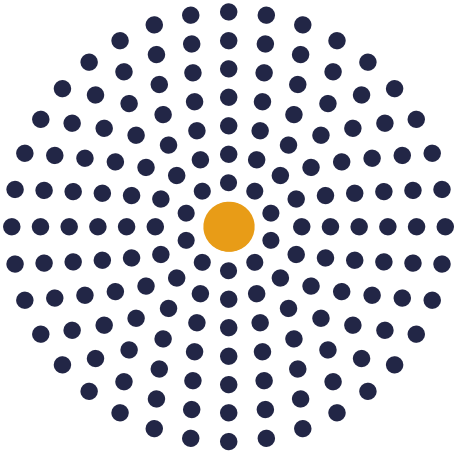
Collaborative governance with common goals

The University pursues various governance strategies to strengthen collaborative work and decision-making in achieving institutional goals.

This core area can be broken down into the following specific objectives:

1. To create a working environment founded on trust, distributed leadership, institutional commitment, consideration for professional expectations and recognition of achievements, striving to attract and retain talented individuals.
2. To place a central focus on the student learning experience in all areas of the UOC's academic and management structures.
3. To implement a leadership model based on independence and accountability, participation and discussion, and transparency in procedures and decision-making.
4. To incorporate a concern for the institution's economic sustainability into decision-making criteria.

The Strategic Plan for 2014-2020 sets out a series of objectives in the following core areas: a multidisciplinary and flexible approach, collaborative governance, internationalization, competitiveness, employability and excellence in research



03.

Firm commitment to internationalization

The UOC implements a number of strategies to bolster its international reputation, to facilitate access to higher education around the world, and to consolidate the marked international profile of the UOC community.

This core area can be broken down into the following specific objectives:

1. To establish the UOC as one of the world's leading distance universities and to improve its performance in general rankings.
2. To attract a significant number of new students from outside Catalonia, through an extensive offer of UOC-specific courses (including in-company training), joint programmes and double degrees.
3. To broaden the international and intercultural skills of UOC staff and contributors.
4. To add an international and intercultural dimension to course curricula, enabling students to acquire the associated skills and competences regardless of their geographical location and language of study.

04.

Increasing competitiveness and employability

The University pursues various strategies to increase its competitiveness as an institution and to create a dynamic environment in which its students can share experiences and develop entrepreneurial ideas.

This core area can be broken down into the following specific objectives:

1. To build a reputation for responding to the needs of society and for providing an active learning experience focused on a changing labour market and the importance of cross-disciplinary skills and competences in all knowledge areas.
2. To increase awareness of the social benefits of the University's activity, as part of a wider effort to foster a culture of philanthropy.
3. To encourage the greatest possible interaction between members of the UOC community (students, lecturers, management staff, researchers, external teaching staff, alumni, and associated companies and institutions) to form a dynamic network that generates tangible benefits for the University and for wider society.

05.

Promoting excellence in research

The University pursues various strategies to ensure excellence in research and to strengthen its transfer activities.

This core area can be broken down into the following specific objectives:

1. To gain international renown for cutting-edge research on the knowledge society and for excellence in translational research into all aspects of e-learning.
2. To increase the output of top-level research by the UOC community and to establish a knowledge dissemination and transfer strategy for all University activities.
3. To provide doctoral training that builds on quality research across the UOC's various knowledge areas and prepares students for the rigours of academic and professional careers.

8. Financial statements

Income

ACTUAL 2013*	
Enrolment	54,516
Programme agreement: current grants	23,433
Other income	6,013
Total income 1	**83,962**
Capital grants transferred to financial year	7,871
Budgetary obligation 2013	-3,282
Total income 2	**4,589**
Total income	**88,551**

*Figures in thousands of euros.

Programme agreement: current grants

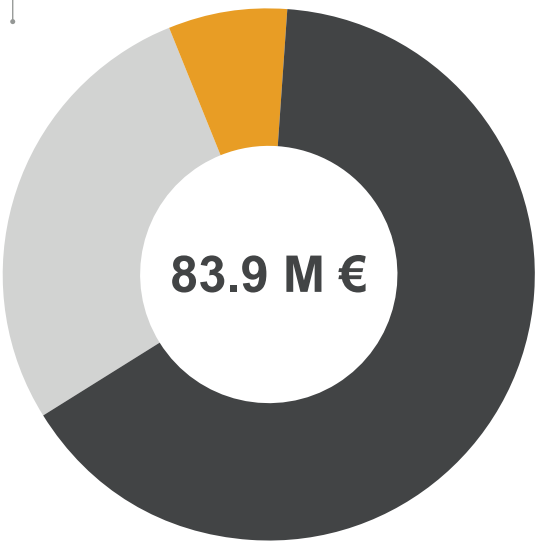
23.4 M € (28%)

Other income

6.0 M € (7%)

Enrolment

54.5 M € (65%)



Expenses

Variable expenses

22.4 M € (29%)

Core staff costs

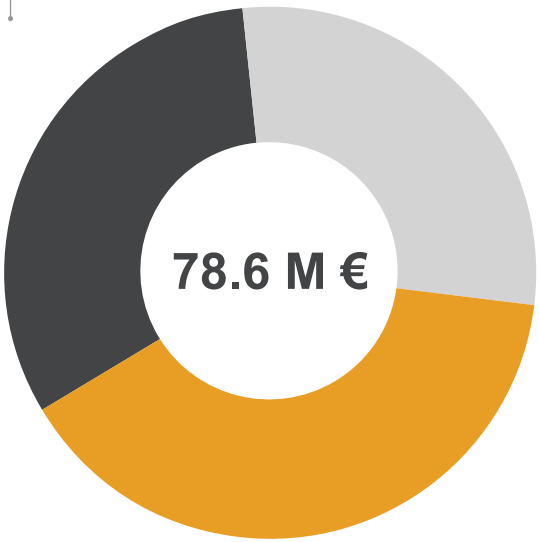
30.9 M € (39%)

Other expenses

25.3 M € (32%)

ACTUAL 2013*	
Variable expenses	22,423
Core staff costs	30,933
Other expenses	25,275
Total expenses 1	**78,631**
Financed amortisation	7,871
Gecsa amortisation	971
Total expenses 2	**8,842**
Total expenses	**87,473**

*Figures in thousands of euros.



Investments

Teaching materials

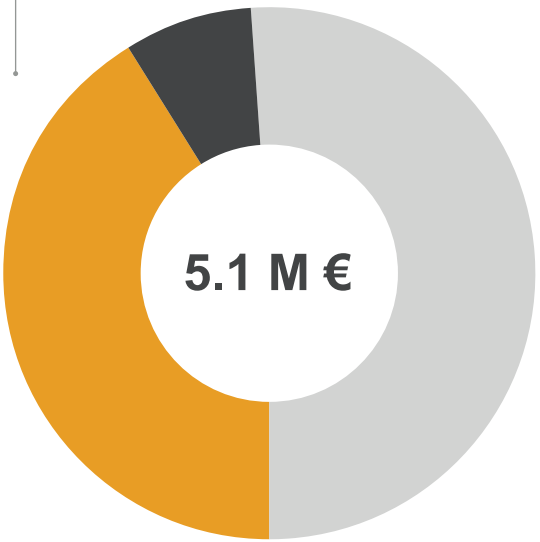
2.6 M € (51%)

Technology investment

2.1 M € (41%)

Other investments

0.4 M € (8%)



ACTUAL 2013*	
Investment financing	
Programme agreement: capital grants	4,547
Other financing / adjustments for rental payments (*)	8
Total investment financing 1	**4,555**
Distribution of retained earnings (gecsa sale)	565
Total investment financing	**5,120**

(*) Rights to funding for 3-year leases signed 2010.

Investments	
Teaching materials	2,613
Technology investment	2,121
Other investments	386
Total investment	**5,120**

*Figures in thousands of euros.

Executive Management Committee

Composition to the 31 of August 2014

JOSEP A. PLANELL
President

MIREIA ARMENGOL
General Manager

MARTA AYMERICH
Vice President for Strategic Planning and Research

CARLES SIGALÉS
Vice President for Teaching and Learning

CARLES CORTADA
General Secretary

ANTONI CAHNER
Director of Global Business Development*

RAFAEL MACAU
Chief Operations Officer*

JOSEP M. OLIVERAS
Director of the Office of the President, and Institutional Relations*

* Appointed by the President

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