

CHINLONE, Kick-off meeting, Bologna, 19 – 21 February 2018



**UNIVERSIDAD
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The University of Granada in light of its strategic plans

Outline



- The University of Granada
 - Basic figures
 - Distribution of responsibilities
- Strategic plans
 - Historic overview
 - Annual action plans and calls
- Internationalization Strategy
 - Preparation, public consultation and approval
 - Structure and action lines
 - Financing instruments and incentives
 - Monitoring and follow-up





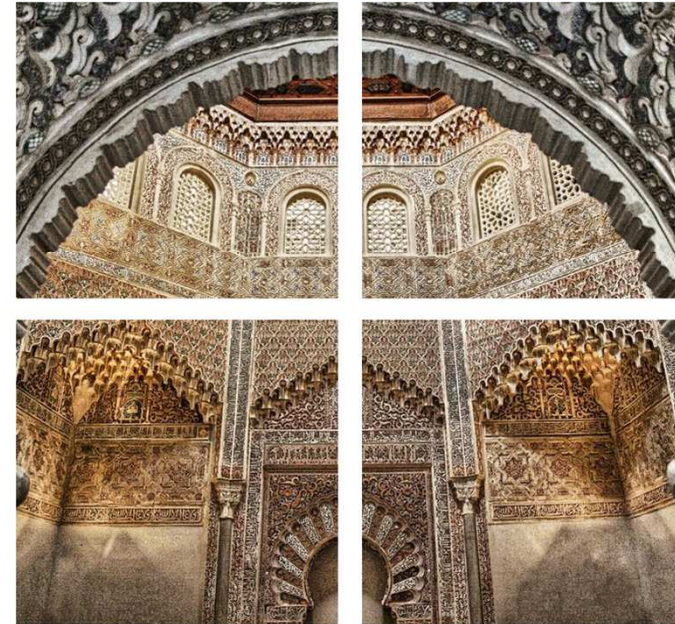
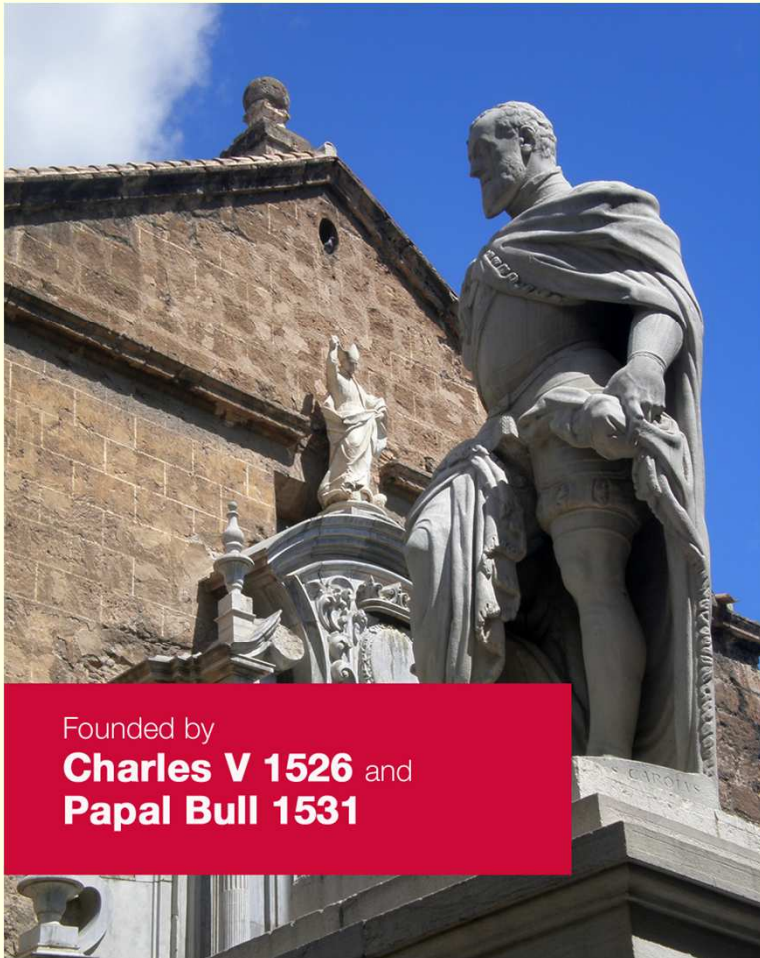
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The University of Granada



The University of Granada

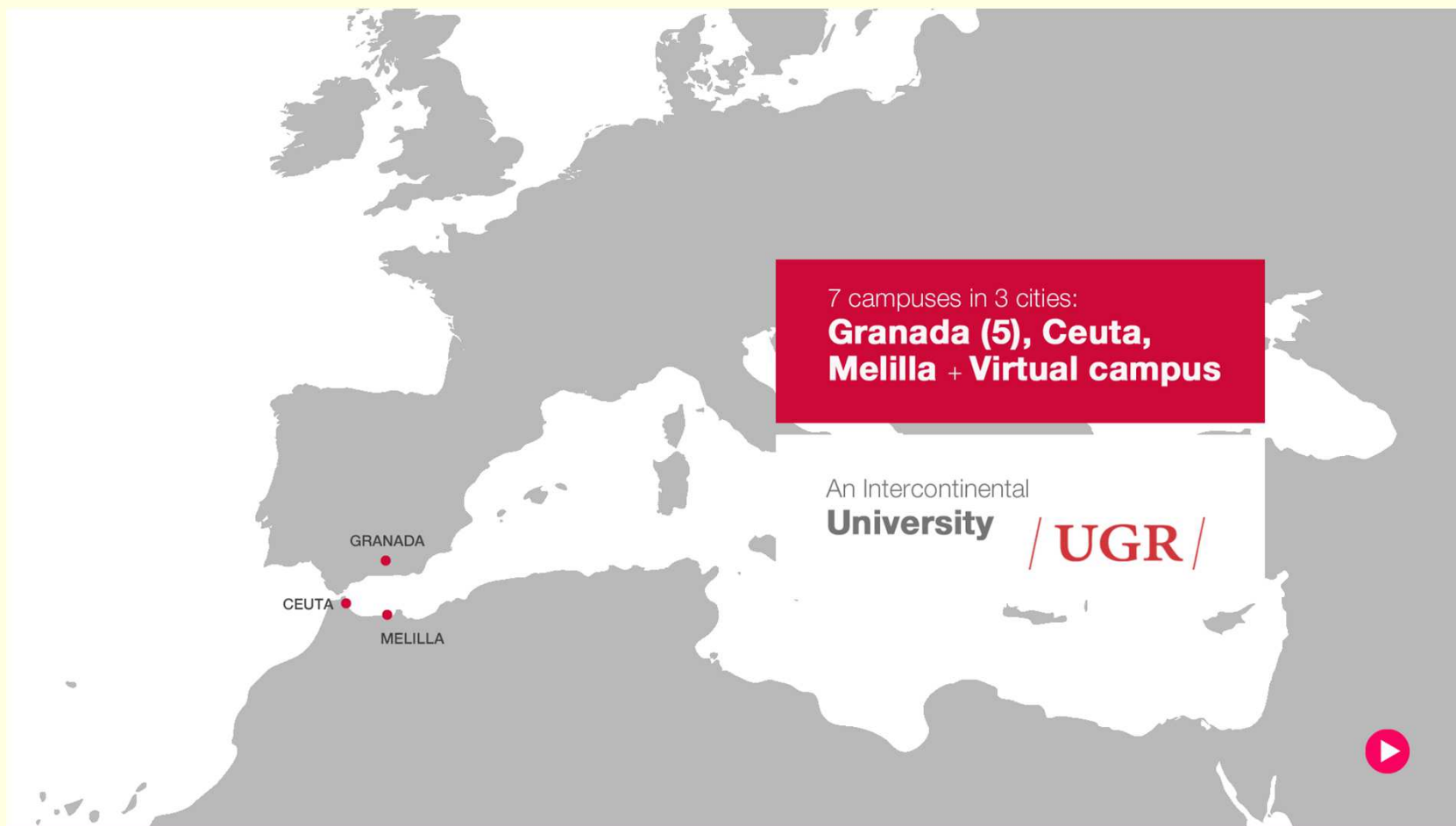
■ Basic figures



Following the tradition of the
Madrasa
(from 1349) / **UGR** /



Campuses on two continents



One of the major universities in Spain and Europe

Students

- 54,849 undergraduate
- 4,468 international (8%)
- 6,120 postgraduate
- 1,484 international (24%)

A large vibrant, multidisciplinary

university / **UGR** /



At the forefront of research, teaching and outreach

University of Granada

- 27 Faculties
- 123 Departments
- 14 Research Institutes
- 4 Research Centres
- > 400 Research Groups

At the forefront of teaching and
research / **UGR** /



Academic programmes at any level in almost all fields



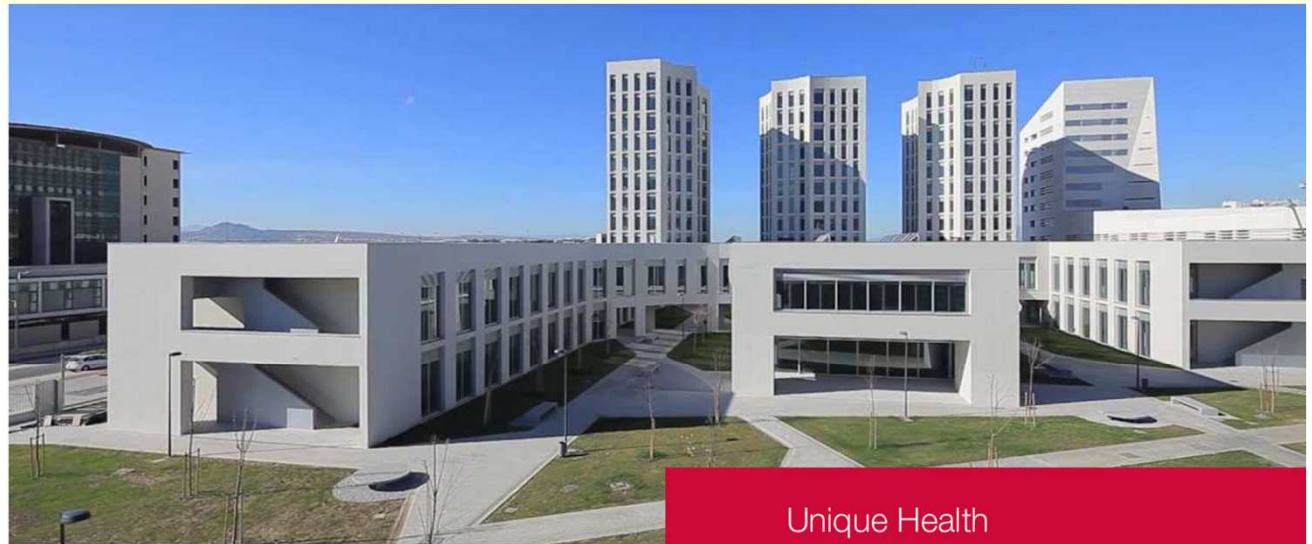
A wide range of
programmes and **degrees** / **UGR** /

For the year 2015/2016:

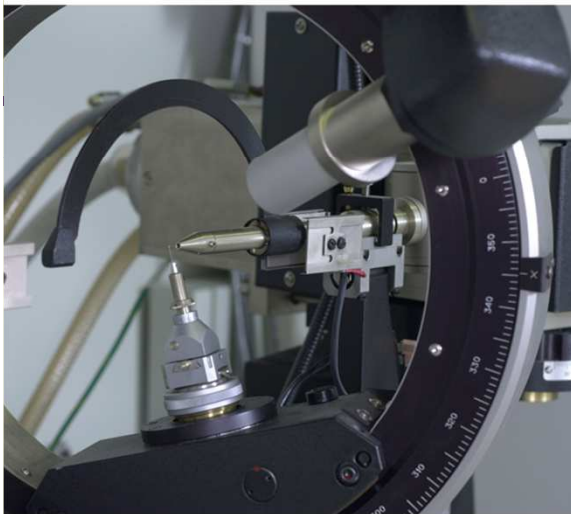
- **72 undergraduate programmes** covering all major fields (4 dual international)
- **98 Master's programmes** (3 Erasmus Mundus, some bilingual and/or taught in English, 6 dual international diplomas)
- **35 doctoral programmes** organized in 3 overarching doctoral schools
- **Extensive offer of expert courses**, certificate courses, summer schools and on-line courses



Internationally recognized excellence in research



Unique Health
Sciences
Technology Park



The **UGR** is internationally **recognized** for its excellence in research in many fields.

Its more than 400 research groups work in **all areas of scientific knowledge**, in collaboration with other national and international leaders in their field, and with industry, paying close attention to **knowledge transfers**.

/ **UGR** /

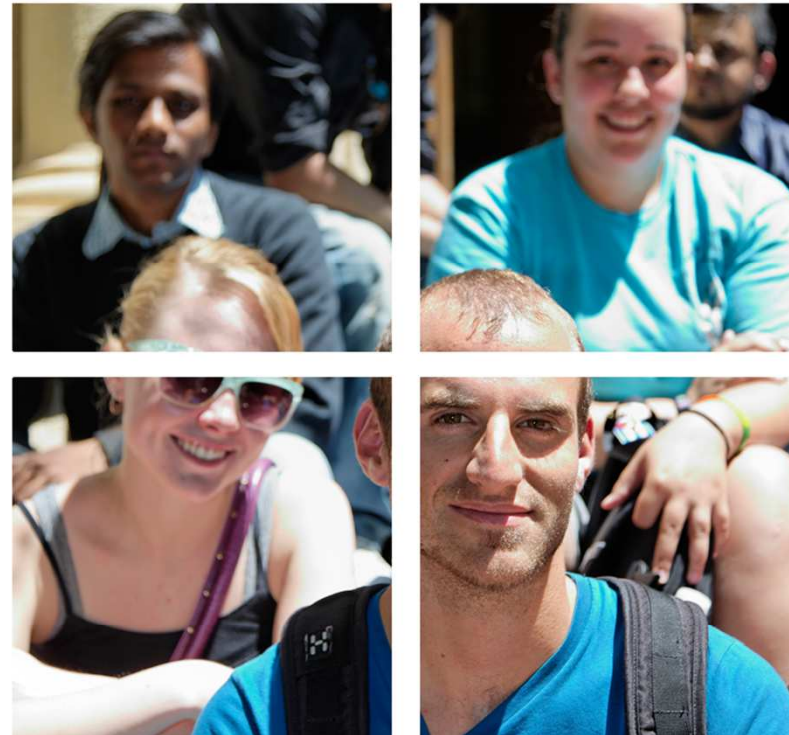


Strong focus on outreach and internationalization

The University represents
4.6% of **provincial GDP**



Involved in
100 international
cooperation projects



Internationalization

800 bilateral and multilateral mobility agreements
with institutions around the world

UGR

Distribution of responsibilities

Rector

- Legal representative of the university
- Elected by the academic community
- max. 2 terms of 4 years each

- Highest academic authority
- Leads and governs the university
- Develops the action lines and executes the decisions of the collegiate bodies

University Secretary

- Appointed by the Rector
- Attesting official for acts and agreements

University Director

- Proposed and appointed by the Rector
- Endorsed by the Social Council
- Head of administration and financial services

Vice-Rectors

- Appointed by the Rector
- Acting on behalf and by delegation of the Rector



Collegiate bodies

Governing Council

- **Governing body of the university**
- **Defines and approves strategies, policies and action plans**
- **Approves the annual budget**
- **Composed of Rector, Vice-Rectors, Secretary General, University Director, some deans and directors, representatives of the Senate, administrative staff, unions and students**

University Senate

- **Highest body representing the entire academic community**
- **Elaborates the statutes**
- **Discusses and debates general policies**
- **Approves the annual management report presented by the Rector**

Social Council

- **Body representing society at large**
- **Promotes relationship with socioeconomic environment**
- **Approves long-term programming and the annual budget and accounts**




University Autonomy in Spain

- See: <http://www.university-autonomy.eu>
- Intermediate position in Europe



4 Dimensions:

 **Organisational Autonomy**
7 Indicators

 **Financial Autonomy**
11 Indicators

 **Staffing Autonomy**
8 Indicators

 **Academic Autonomy**
12 Indicators



University Autonomy
in Europe    

How autonomous are Europe's universities?
Select one of the countries on
the right to find out.



Strategic plans

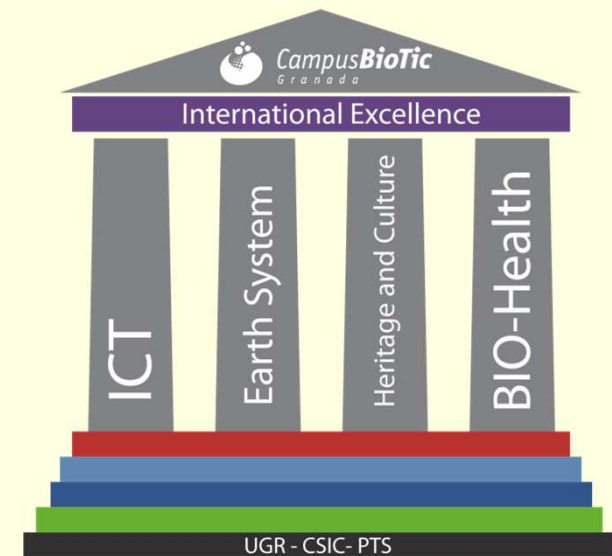


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Strategic plans

- Historic overview
 - General Strategic Plan: 2006-2010
 - Campus of International Excellence: BioTic (2010)
 - Objectives
 - Improvements in teaching, and adaptation to the EHEA
 - Improvements in science and knowledge transfer
 - Campus transformation
 - Thematic areas of specialization
 - Anticipated partners
 - Internationalization policies
 - Participation in the model for a sustainable economy
 - Alliances and networks



Master Plan (Plan Director)

- Based on the electoral programme of the Rector elected in 2015
- Objectives
 - Priority for people
 - Teaching: quality and innovation
 - Research and knowledge transfer: the commitment to knowledge as a distinctive feature
 - University-society: leadership and social commitment
 - Internationalization



Master Plan (Plan Director)

- Integrated communication for a Digital Society
- Digital university
- Governance and management: dialogue, simplification and transparency
- Space and services for people and university work
- Inclusive university



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Vice-Rectorate for Internationalization



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UGR Strategic funds with annual action plans and calls

- Instruments supporting the implementation of the Master Plan
- Examples
 - UGR Research and Knowledge Transfer Fund
 - UGR Teaching Support Fund
 - UGR Scholarship and Student Assistance Fund
 - UGR Electronic Administration Fund
 - UGR Employability and Entrepreneurship Fund
 - UGR Training and Teaching Innovation Fund
 - UGR Internationalization Fund
 - UGR Development Cooperation Fund
 - ...



UGR Research and Knowledge Transfer Fund

■ Aims

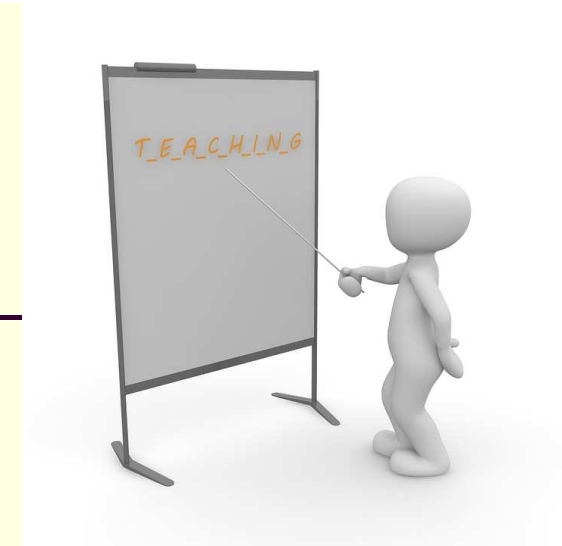
- To train and attract talented researchers
- To support researchers and research groups, especially regarding internationalization
- To promote participation in projects funded by regional, national and European institutions

■ Scope

- Promotion of research activities
- Empowerment of human resources
- Attraction of talents
- Mobility of researchers
- Knowledge transfer
- Outreach and social responsibility
- ...



UGR Teaching Support Fund



■ Aims

- To support for new practical teaching resources
- To improve the quality of undergraduate and master programmes

■ Scope

- Undergraduate and master programmes
- Teaching labs of faculties and departments
- Field studies and excursions
- Mobility programs, conferences and invited professors
- ...



UGR Scholarship and Student Assistance Fund

- Aims
 - To support students in extraordinary situations
- Scope
 - Tuition fee waivers
 - Grants for text books and studying materials
 - Grants for accommodation and university cantina
 - Outstanding students, Olympiad winners
 - Students with special needs (deaf, blind, ...)
 - Socioeconomically less favoured students
 - Grants for excellent students from Morocco and Eastern Europe



UGR Electronic Administration Fund

■ Aims

- To establish new digital services
- To improve the quality of the provided services
- To develop digital procedures

■ Scope

- Electronic services for the academic community
- Electronic administration architecture
- Electronic administration management



UGR Employability and Entrepreneurship Fund

- Aims
 - To improve student employability
- Scope
 - International employment forum
 - Attracting girls to STEM fields
 - Internal and externally funded internships
 - Internships for students with special needs
 - Training on entrepreneurship (students and staff)
 - Mentoring and networking programs



UGR Training and Teaching Innovation Fund

■ Aims

- To improve the teaching skills of academics
- To promote innovation in teaching

■ Scope

- Cooperation among junior and senior academics
- Short and long-term teaching innovation programs
- Training on curriculum design, evaluation systems, mentoring, gender equality, internationalization, ICTs, ...



Internationalization Strategy



Preparation of a Strategic Plan: Internationalization Strategy

- Preparation, public consultation and approval
 - Initial considerations and questions
 - Why internationalize? - A tool, not a goal in itself.
 - What does internationalization mean?
 - Where are we now?
 - What would we like to achieve?
 - Who are the stakeholders?
 - What are the constraints?
 - What means do we have?
 - How far should it reach? A global strategy adapted to the local context?
 - ...



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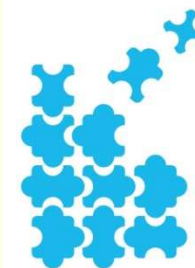
Stakeholders

- Who should be involved?
 - Academic units (faculties and schools, ...)
 - Research units (departments, research groups, institutes, ...)
 - Service and administrative units (language centres, administration office, IRO, ...)
 - Students and staff
 - International Relations Committee
 - Development Cooperation Committee
 - Advisory Board for Internationalization
 - ...



Geographical areas

- What areas should be covered?
 - European Higher Education Area (EHEA)
 - European Research Area (ERA)
 - Ibero-American Area of Higher Education
 - Regions
 - Mediterranean Basin
 - Latin America
 - Eastern Europe
 - North America, Oceania
 - Southeast Asia, Central Asia
 - Africa



EUROPEAN
Higher Education Area



European
Research Area



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Structure and action lines



- Institutional cooperation
 - Multilateral cooperation and networks
 - Bilateral cooperation
 - National cooperation
 - Regional cooperation

- International mobility and joint activities with international partners
 - Outgoing student mobility
 - Incoming student mobility
 - Structured mobility: double, multiple and joint degree programs



Structure and action lines (cont.)

- Incoming and outgoing mobility of academic staff
- Incoming and outgoing mobility of administrative staff
- Academic cooperation projects
- Development cooperation projects
- Centres for Spanish language and culture



- Internationalization of curricula and the campus
 - Including the international and intercultural dimension in formal and informal curricula for all students

Structure and action lines (cont.)

- International experience and competences in teaching and learning for academic staff
- Involving students in the internationalization of the campus
- The role of administrative staff for the internationalization of the campus
- Hosting of centres for foreign languages and cultures
- Attraction of talents: International promotion of the University of Granada






Structure and action lines (cont.)

- Internationalization of research
 - Plan UGR2020
 - Attraction of talents
 - International Welcome Centre
 - Participation in international research projects (Horizon 2020, ...)
 - International publications
 - Promotion in rankings
 - ...



Public consultation and approval

- Presentation of the draft strategy to the entire academic community (June 2016)

- Reception of comments, criticisms, proposals for improvement, etc. for approximately 3 months

- Elaboration of the final version

- Official approval by the Governing Council in January 2017 (incl. language policy and action plan)



Financing instruments and incentives

- Financing instruments
 - External funds: about 14 M€ / year
 - European Union, Ministry of Education, Regional Government, ...
 - Spanish Development Cooperation Agency
 - Foundations, private sponsors, ...
 - UGR Funds: about 1 M€
 - UGR Internationalization Fund
 - UGR Development Cooperation Fund
 - UGR Research and Knowledge Transfer Fund
 - UGR Training and Teaching Innovation Fund
- Incentives
 - Recognition

UGR Internationalization Fund

- Support for
 - International mobility of students
 - Short training stays abroad
 - International mobility of academic staff for teaching and language training
 - International mobility of administrative staff for training
 - Awards for excellence in internationalization of students
 - Language policy
 - Management of internationalization
 - New internationalization initiatives



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Monitoring and Follow-Up

- Indicators and benchmarks
 - Main indicator: percentage of graduates with international experience (benchmark: 20%)
 - Specific indicators
 - Elaboration of “local” internationalization strategies
 - Percentage of students and staff with international experience
 - Percentage of international students
 - Percentage of publications with international co-authors
 - Number of international researchers hosted in Granada
 - Percentage of subjects with international elements
 - ...



Monitoring and Follow-Up (cont.)

- Advisory Board
 - Visits and reports by external experts
- Annual management report
 - To be approved by the Senate



¡Muchas gracias!



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Further information:

University of Granada

Vice-Rectorate for Internationalization
Quality, Innovation and Planning Unit

<http://www.ugr.es>

<http://www.ugr.university>

<http://internacional.ugr.es>

<http://calidad.ugr.es>



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Some pictures and images taken from <http://pixabay.com>

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