SUMUP
Strategic University Management: Unfolding Practices
ERASMUS LLP project

Coordination meeting

Dates: 22nd and 23rd February 2012

Place of the venue:

UNESCO Chair of Higher Education Management
Universitat Politècnica de Catalunya/ Technical University of Catalonia
Jordi Girona street, 31. Tilers Building, 3rd floor, room 302.
Barcelona

AGENDA OF THE MEETING

Wednesday, 22nd February 2012

15.00	Welcome by the Academic Director of the UNESCO Chair of HE Management
15.15	Presentation of UNESCO Chair of Higher Education Management
15.30	Presentation of the TELESCOPI project
16.00	Presentation strategic management system of partner institutions
	Politecnico di Torino
	Royal Institute of Technology
	Istituto Superior Técnico
17.00	Presentation of SUMUP project
19.00	
20.30	Official dinner

Thursday, 23rd February 2012

10.00	Working package nº 1. State-of-the-art on strategic university management.
11.30	*Coffee break*
12.00	Working package nº 2. Observatory and practices identification methodology
13.30	*Lunch*

Participants:

Name	Role	Institution	Country	Partner n.
Xavier Llinàs	*Academic Director*	*UNESCO Chair of HE management-UPC*	*Spain*	*P1*
Marisa Juste	*Deputy Director*	*UNESCO Chair of HE management-UPC*	*Spain*	*P1*
Alicia Berlanga	*Project coordinator*	*UNESCO Chair of HE management-UPC*	*Spain*	*P1*
Michele Girotto	*Researcher*	*UNESCO Chair of HE management-UPC*	*Spain*	*P1*
Marie-Paule Buyse	*Education and Internationalisation*	*KU Leuven*	*Belgium*	*P2*
Mirko Varanno	*Project manager*	*Royal Institute of Technology-KTH*	*Sweden*	*P3*
Per-Anders Östling	*Project Manager for Surveys, benchmarking and rankings*	*Royal Institute of Technology-KTH*	*Sweden*	*P3*
		Royal Institute of Technology-KTH	*Sweden*	*P3*
Marta Pile	*Planning and Studies coordinator*	*Istituto Superior Tecnico*	*Portugal*	*P4*
Carla Patrocinio	*Statistics and prospective coordinator*	*Istituto Superior Tecnico*	*Portugal*	*P4*

AGREEMENTS

Overall information

Each of the partner institutions has introduced their strategic management strategy and has included also aspects on quality management systems. The structure of the universities has been analysed in terms of management boards and the targets of the project within each institution have also been identified (Rectors, Vice rectors, Deans, Directors). Strategic management tools currently used at each partner institution have been shared (such as information systems, tableau de bord, others). All of the consortium members have wide experience in strategic planning either due to being an institution with several plans implemented (KTH, KUL, UPC) or being involved directly in the management of the planning (IST).

The project

CUDU-UPC has carried out an overall introduction of the project and each working package (see slides attached). As main features to take into consideration, we outline the following:

- Reminding on the eligibility period: 15th October 2011 to 30th September 2013.
- Overall aim of the project: To exchange university strategic management practices in order to combine and co-generate improvement approaches and tools for a common-understanding and transparent European framework for the university management modernization
- Specific objectives of the project:

  1. To carry out a **desk research of the current state-of-the-art of strategic university management** projects, tools and techniques in the science and technology universities as well as innovative practices which facilitate the continuous improvement of the strategic management of the higher education institutions
  2. To establish an **observatory of innovative practices in strategic university management** to foster benchmarking of European universities for improvement and promoting dialogue between the university stakeholders.
  3. **To test the tools and approaches between the universities involved** in order to validate them as transferable methods and techniques for a common framework.
  4. To create an **open call for best practices proposals** will be launched from the Observatory website and it will be addressed to external stakeholders
  5. To **produce guidelines** on the impact of sharing the strategic university management practices on the European priorities, the national higher education policies and the university strategies

- Working packages: Each of the working package has been generally analysed and WP leadership has been confirmed as follows:

  - WP1: KUL
  - WP2: UPC
  - WP3: KTH
  - WP4: UPC
  - WP5: IST

Working package 1-DESK RESEARCH

To carry out a desk research of the current state-of-the-art of strategic university management projects, tools and techniques in the science and technology universities as well as innovative practices which facilitate the continuous improvement of the strategic management of the higher education institutions.

Methodology and timing:

A State-of-the-art study will be produced on the basis of an online QUESTIONNAIRE that has been reviewed and analyzed by the partnership during the meeting.

UPC will create the questionnaire with all the suggestions made by partners and will upload it in a googledocs account to work together on the final version.

The timing to fulfil the questionnaire is the following:

1. From end of March to mid May: **5 SUMUP partner institutions**.
2. From end of May to end of July: **the rest of the Cluster countries**

In the next CLUSTER meeting in May at Karlsruhe Institute of Technology (14-16th May 2012), the UM taskforce will update the cluster partners on the progress of the project and ask the rest of cluster universities to participate in the desk research.

We will ask the European Commission permission to attend this meeting as a dissemination activity, due to the non eligibility of Germany in the SUMUP partnership.

Working package 2- CREATION OF THE OBSERVATORY

To establish an observatory WITH TOOLS of innovative practices in strategic university management to foster benchmarking of European universities for improvement and promoting dialogue between the university stakeholders.

Structure of the Observatory:

The partnership, after analyzing and discussing the EFQM model which has been taken by the TELESCOPI Project as the basis to structure their observatory, has agreed on defining an own structure, based on the most common defined strategic lines within the partner universities. *UPC will send an email to the partners asking to look at their strategic plans*

and identify the "lines or axis" on which they are structured. A document will be created by UPC with the definition of both EFQM, TELESCOPI and SUMUP criteria.

Observatory creation:

The partnership agrees on creating a website for the project and start carrying out dissemination activities of the future observatory. The observatory will be created by UPC and hosted in the project website but with a link to the Telescopi project (to be agreed among Cluster and Telescopi). The tools that Telescopi offers have been introduced and some of them will be translated to serve as a basis to our project. Depending on the final structure of the Observatory, we will be able to fully use the Telescopi tools or take them as a referent.

Call for proposals structure:

The current methodology of the Telescopi observatory has been analyzed on the **call for proposals** of best practices. Two calls per year are carried out according to the following schedule:

January	March	April	May
Call for proposals guidelines	deadline for submission of good practices	Evaluation by the panel of experts	Communication of results and publication

In the case of SUMUP Observatory, there will be first a piloting stage by the partners where we will check how the technical submission procedure works. This technical approach will be carried out from September to November 2012 to carry out the open launch of practices at the Cluster meeting in November 2012.

Tasks agreed

1	Upload the worked version of the questionnaire in googledocs and send invitations to the partnership	UPC	16th March 2012
2	Send the partners the map of quality in UPC as an informative document	UPC	16th March 2012
3	Review the questionnaire	All partners	20th March 2012
4	Create the online version of the questionnaire	UPC	30th March 2012
5	Document with the definition of both EFQM, TELESCOPI and SUMUP criteria	UPC	30th March 2012
6	Identify the lines of each partner strategic plan	All partners	30th March 2012
7	Upload some articles on the project website on strategic management of Universities	UPC	30th March 2012
8	Agree with Cluster web coordinator on providing some information about the project and link to the SUMUP	IST	30th March 2012

	website		
9	Send the fulfilled questionnaire on the data of the each partner university	All partners	End of April
10	Prepare a compilation and first analysis report of WP1	KUL	15th May 2012