



South West Higher Education Network Seminar Series



Leadership and Management in Higher Education

The Management of Public Higher Education Institutions in Spain



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Leadership and Management in Higher Education

Objectives

- **Present a panoramic of Spanish and Catalan Public Universities**
- **Characterise leadership and management of our universities**
- **Discuss about the new challenges in the Governance of the Spanish Public Universities (dilemmas)**



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1. Spanish and Catalan Public Universities

- Organic Laws
- Evolution
- Rankings



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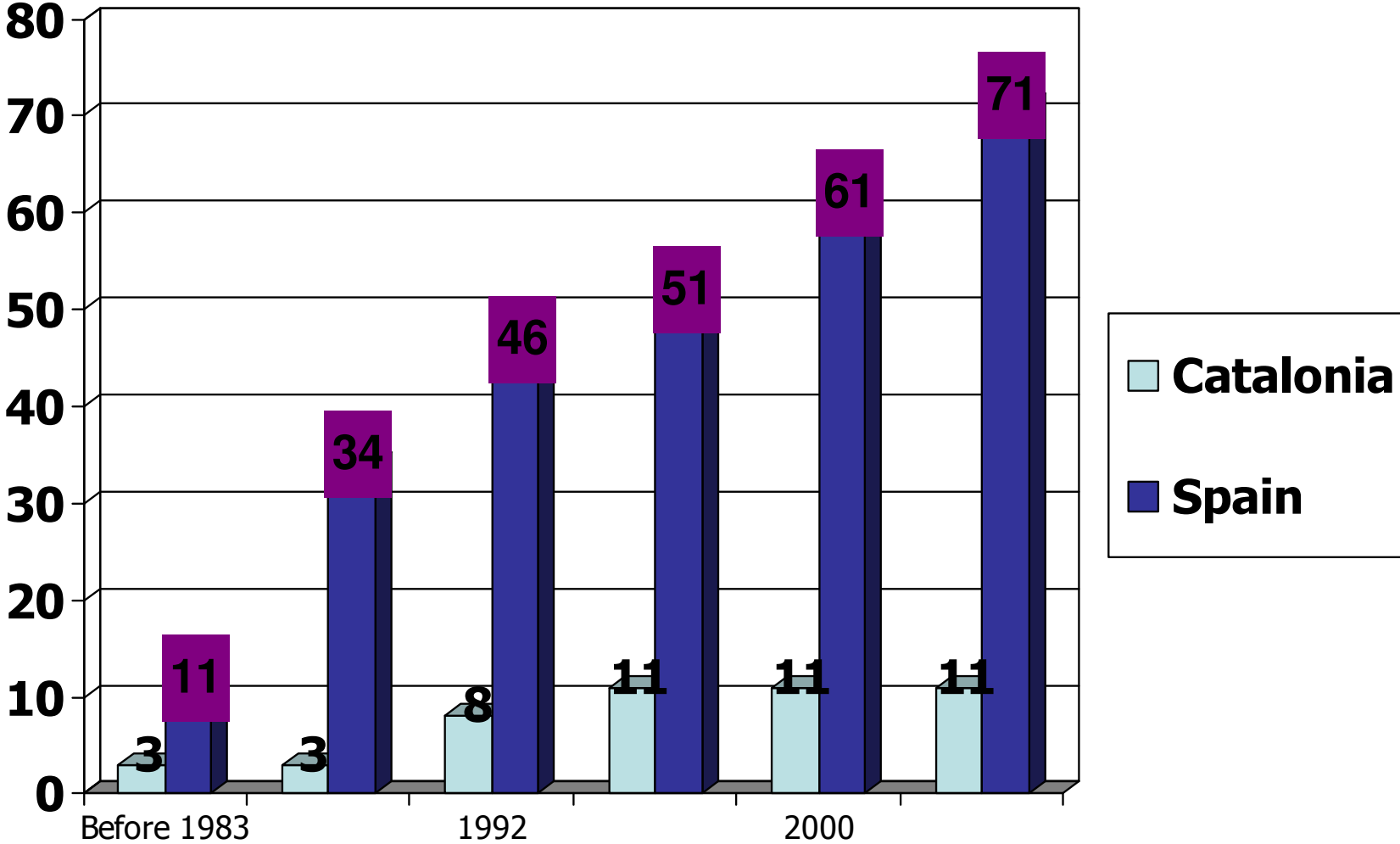


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LAWS

- **Organic Law 6/2001, de Universities (new version in 2007: *Organic Law 4/2007, de Universities*).**
- ***Law of Catalan Universities 2003.***

EVOLUTION OF NUMBER OF UNIVERSITIES IN CATALONIA AND SPAIN





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1. Rankings of Spanish Public Universities

The Times World University Ranking(2007):

- 1 (194) [Universitat de Barcelona](#) (UB)
- 2 (258) [Universitat Autònoma de Barcelona](#) (UAB)
- 3 (306) [Universitat Autònoma de Madrid](#) (UAM)
- 4 (319) [Universitat de Navarra](#) (UN)
- 5 (339) [Universitat Pompeu Fabra](#) (UPF)

Spanish rankings: UCM, UAM, UPC, UAB, UB

Universia: UB, UCM, UAB, UV



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2. Organizational Structures of Spanish Public Universities

- Unipersonal bodies
- Collegiate bodies



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Scope of influence/ Composition	Collegiate	Unipersonal
General	Social Council Governing Council Senate	Rector Vice Chancellor Secretary General Executive Manager
Peripheral	Advisory Board Faculty/School Board Department Council	Dean Head of School Head of Department

Management structures in the HE



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3. New challenges in the Governance of the Spanish Public Universities

- **Democracy / organisational effectiveness**
- **Integrated / dual structures**
- **Internal / external influences decision making**
- **Centralization / Decentralization authority**



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1. The first dilemma arises from the conflict between the dual goals of representative democracy and organisational effectiveness and represents the tension between the collegiate model and a more professional approach based on results effectiveness.



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2. The second dilemma arises from the choice **between establishing integrated structures and dual structures. This implies taking decisions about the formal and unambiguous character of roles, styles of leadership and task specialisation.**



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**3. The third dilemma derives from
internal and external influences in
decision-making.**



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4. The fourth dilemma derives from the centralisation and decentralisation of universities and relates to the distribution of authority within the institution itself.



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THANKS!!