

# Governance and Management Challenges of Today, Adapting to Times

**U.PORTO**

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**U.PORTO**

## OUTLINE

- **Message about U.Porto**
- Just answer some questions related to the conference title
  - How do we characterize our contemporary days?
  - What challenges are ahead of us , embedded in our present reality?
  - How can we, or how should we tackle them, what should we do to adapt to times?
- Direct the discussion to Governance and Management
  - Autonomy and accountability
  - About the substance of Universities - adapt the mission to times
  - Organizational changes - do we need them?
  - Financing, of course

- **A comprehensive University whose genesis dates back to the XVIII century, born in a historical old City, Capital of the most industrialised Region of Portugal - The North Region**
- **An University nationally at the top of all quality indicators, in all main interrelated areas of its mission:**  
**EDUCATION**  
**RESEARCH**  
**THIRD MISSION OF VALORISATION OF KNOWLEDGE**
- **An university at the top of international cooperation in ERASMUS programmes for mobility of students, faculty and staff**

## **BUT EQUALLY,**

- **An University fully committed to Society in Social Dimension and Social Responsibility**
- **An University fully committed to promoting Culture and Sports**

## **IN ALL,**

- **An University consistently ranked between the 50-150 best universities in Europe, globally and in field specific evaluations**

## Porto: The Capital of the North Region of Portugal



### Figures and Facts

- 16 Municipalities
- ~1.700.000 inhabitants

### Porto brands - assets and attractions

- Industry and trade
- History and Culture
  - World Heritage Site
  - Port Wine
  - The bridges of Porto
- Architecture - 2 Pritzker award winners
- University of Porto



## Competitive Infrastructures



### Airport Francisco Sá Carneiro | Porto

- Excellent facilities
- ≈ 9 million passengers / year
- ≈ 80 destinations

### Port of Leixões

- ≈ 15 million tons/year
- 25% of external Portuguese trade
- New cruise terminal

A dense network of motorways, covering all the territory



# UNIVERSITY OF PORTO

## GENERAL OVERVIEW



**U.PORTO** U.PORTO CONSTITUTIVE ENTITIES /ASSOCIATED ENTITIES



**14** Faculties (with integrated research units)  
**13** Interface Institutes, of which U.Porto is the main partner  
**1** Associated Business School - association between the University and 33 major companies

**U.PORTO** DEGREE STRUCTURE

**BOLOGNA STRUCTURE**

3rd Cycle – PhD  
180/240 ECTS

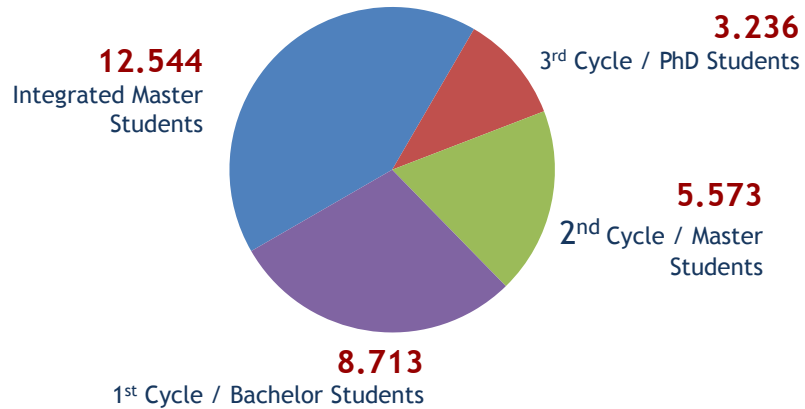
2nd Cycle Master  
120 ECTS

1st Cycle Bachelor  
180/240 ECTS

1<sup>st</sup> + 2<sup>nd</sup> Cycle Integrated Master  
300/360 ECTS

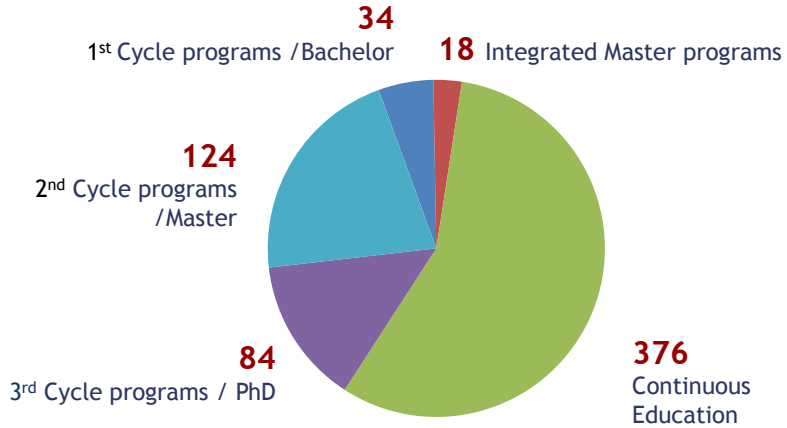
**AN UNIVERSITY OF EUROPEAN DIMENSION**

**30.066 Students**, 12% of which are international (2015/16)



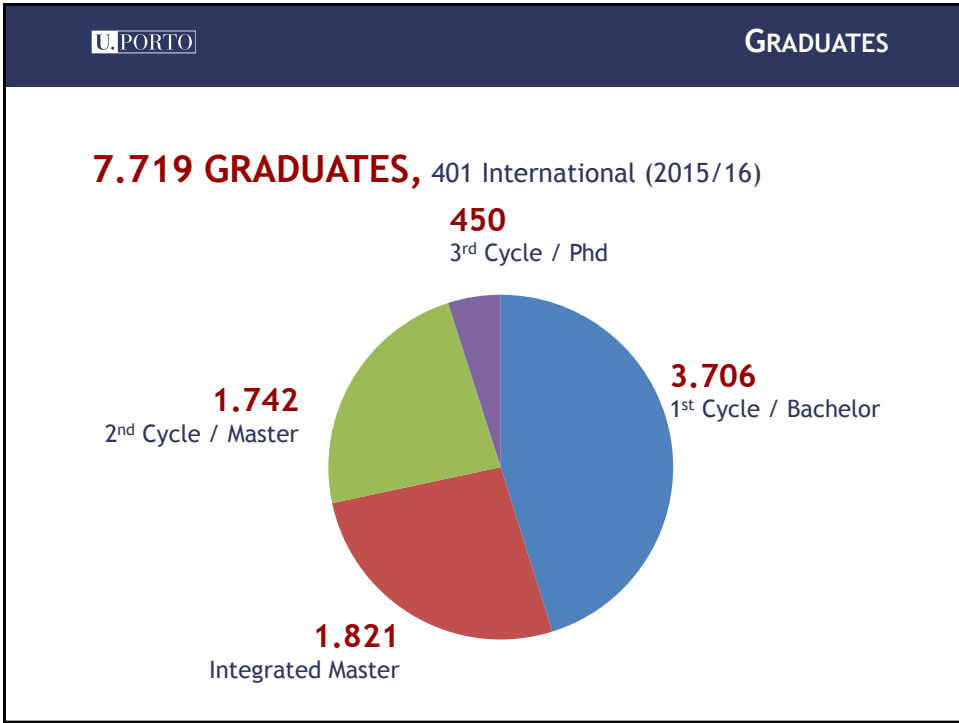
<b>2.291</b>	Teaching staff and researchers (Dec. 31 <sup>st</sup> 2015)
<b>1.750</b>	Full Time Equivalent (FTE)
<b>87%</b>	Teaching staff and researchers (FTE) with PhD
<b>1.563</b>	Technical and Administrative staff
<b>270 M€</b>	Annual consolidated budget

### 636 TRAINING PROGRAMS (2015/16)



### THE MOST SOUGHT-AFTER UNIVERSITY BY PORTUGUESE STUDENTS (2015/2016)

Just about 2 applicants in 1<sup>st</sup> choice for each of the 4160 available places for 1<sup>st</sup> cycle and integrated master programs





- **The Industrial Revolutions (~1736... 1850... 1930)**
- Pasteur (1822-1895)
- Thomas Edison (1847-1931)
- Alexander Fleming (1881-1955)
- The first public broadcast in 1910
- Bardeen, Brattain and Shockley (Nobel Prize winners in 1956) - the transistor
- Do not forget quotations of the past... that we use to characterize our contemporary life...

- **Progress in Science and Technology - Health, ICT, Transports**
- The World is shrinking - Threats and Opportunities
- A 24/7 World
- Political changes in the last quarter of the XX Century
- Open World - liberal economic policies
- Dialogue of Civilizations
- Education for All - Human Expectations
- Live longer, work longer years, continuous education
- The most important value in open societies - TRUST - issues of quality

- Education - from teacher centered to student centered; education without borders and without walls; how to prepare students for future unknown jobs; soft skills; holistic thinking
- Research - from curiosity driven to competitive contract driven
- The Third Mission
  - Knowledge valorization
  - Entrepreneurship, protecting intellectual property, launching startups
  - Culture, the Alma Mater
  - Sports
- Accountability
- Bureaucracy

- How to promote Mobility?
- The Bologna Process - promote TRUST and critical mass for competition, adapt education to times
  - The EHEA - European Higher Education Area (2010)
  - The ERA - European Research Area (in progress... with some difficulties)
  - New methods of teaching and learning
- Facing competition - Education without borders
- Funding - the new paradigm - a major political issue

- A thin line, often blurred, between Governance (**planning framework for work, setting goals, setting accountability framework**) and management (**organization and allocation of resources, overseeing day-today implementation**)

- A WISHFUL THINKING

**Universities should accomplish their contratualized mission in a legal environment of audited autonomy**

- University should have clear guidelines in their political, structural and daily decisions, concerning the objectives of the mission
- The question of funding - are Universities broke? The need for strategic funding
- Internal reorganization - how to do it?

- Universities are major instruments for changes in Society
- Universities are populated with brilliant minds that have in their hands this major responsibility of producing knowledge
- **It is up to the management, certainly in close contact with the Community, to create conditions for such high level community to accomplish the so relevant scientific, social, cultural and economic goals of the mission**