Governance and Management Challenges of Today, Adapting to Times
Sebastião Feyo de Azevedo, Rector

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
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

BOLOGNA STRUCTURE

3rd Cycle – PhD
180/240 ECTS

2nd Cycle Master
120 ECTS

1st Cycle Bachelor
180/240 ECTS

1st + 2nd Cycle
Integrated Master
300/360 ECTS
AN UNIVERSITY OF EUROPEAN DIMENSION
30,066 Students, 12% of which are international (2015/16)

12,544 Integrated Master Students
8,713 1st Cycle / Bachelor Students
5,573 2nd Cycle / Master Students
3,236 3rd Cycle / PhD Students

THE SECOND LARGEST PORTUGUESE UNIVERSITY

STAFF AND BUDGET
2,291 Teaching staff and researchers (Dec. 31st 2015)
1,750 Full Time Equivalent (FTE)
87% Teaching staff and researchers (FTE) with PhD
1,563 Technical and Administrative staff
270 M€ Annual consolidated budget
PORTO BUSINESS SCHOOL: RANKINGS

636 TRAINING PROGRAMS (2015/16)

- 34 1st Cycle programs / Bachelor
- 18 Integrated Master programs
- 124 2nd Cycle programs / Master
- 84 3rd Cycle programs / PhD
- 376 Continuous Education

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

Just about 2 applicants in 1st choice for each of the 4160 available places for 1st cycle and integrated master programs
7,719 GRADUATES, 401 International (2015/16)

- 1,742 2nd Cycle / Master
- 3,706 1st Cycle / Bachelor
- 1,821 Integrated Master
- 450 3rd Cycle / PhD

2016 - INNOVATION IN INTERNATIONALISATION

Institutional Award for Innovation in Internationalisation

Prize awarded by the Executive Committee of the European Association for International Education (EAIE) in 2016 (Liverpool, United Kingdom)
**HISTORY - BREAKTHROUGHS ALONG TIMES**

- 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...

---

**THE WORLD TODAY**

- 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
Challenges for the Universities

- 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

A Political Dimension - Mobility, Coopetition, Funding

- 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 contractualized 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?

TO WRAP UP

- 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