



# **MOVING THE IMMOVABLE: TRANSFORMING HIGHER EDUCATION INSTITUTIONS**

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## **CIRCUMSTANCES WHICH MAKE TRANSFORMATION NECESSARY:**

- Globalisation**
- The society of change**

## **FOUR TRANSFORMATION LINES:**

- Transforming education**
- Transforming research**
- Transforming the relationship with the environment**
- Transforming governance**



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## ACCEPTING GLOBALIZATION

- Technological advances (microelectronics, telecommunications, computing, biotechnology, genetic engineering and new materials)
- A “new continent without borders” and a “new economy based on partnership and collaboration”
- Changes in growth sustained on traditional sectors because new activities emerge
- Greater diversity, competitiveness and innovative spirit
- Economic and technological gap between developed countries and other nations
- Social Responsibility as a new ethical, economic and environmental paradigm
- Loss of cultural identity because the assumption of socio-cultural behaviour patterns of developed nations
- Internationalisation of cultures



## ADAPTING TO CHANGE

- Knowledge as a comparative advantage between countries
- The advantage is not natural resources but talent development
- The revolution in communications and information
- The issue is not access to information, but its management
- The process and concept of employment, going from permanent to changing positions
- Using the latest technologies which implies advanced knowledge



## Transforming Education

### PRESENT

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- Based on the information
  - Little connection with the claims. Supply-driven model
  - Model based on academic disciplines and fragmentation
  - Fragile market evolution
  - Localist
  - Job seeking oriented training

### FUTURE

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- Based on the learning and skills
  - Demand-driven model
  - Global, interdisciplinary and aimed at solving complex problems
  - Adapted to social developments, technological changes and market
  - Mobility and Internationalisation
  - Continuos education throughout life

## Transforming Research

### ACTUAL

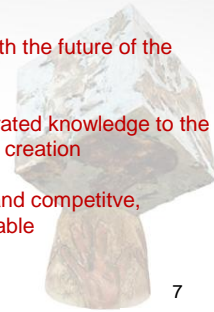
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- Disciplinary research groups
  - Incremental research
  - Survival Resources
  - PhD by individuals and individual criteria
  - Organisational system based on the continuity and routines
  - Equal incentive for everybody
  - Localism
  - Intended to satisfy the advancement of knowledge

### REQUIRED

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- Globalised research programs
  - Research that generates knowledge, accesible, innovative and transferable
  - Ability to collect external funding
  - PhD incorporations required by strategic programmes
  - Based on accountability and results
  - Attraction and retention programmes by incentivising researchers
  - Mobility and internationalization
  - Able to meet the demands of business and professionals

## Transforming Relationships with the Environment

- Self-centred
- Absent from the surrounding environment problems and concerns
- Knowledge agent
- Aversion to non-university issues
- Stabilized
- Generating Knowledge
- Standard and conservative
- Social and economic environment centred
- Committed to safeguarding and developing the heritage, culture and production process
- Development agent
- Cooperation and permanent dialogue with social partners
- Stability associated with the future of the environment
- Transferring the generated knowledge to the environment for wealth creation
- Diverse, responsible and competitive, innovative and sustainable



## Transforming governance

- Self-centered Governance
- Social representation without real planning capacity
- Organisational system based on the continuity and routines
- Individual and local
- Undemanding and conformist
- Accountable governance
- Governing Board with representation from all stakeholders and strategic power
- Organizational system based on incentives and accountability
- Partnerships and cooperation
- Effective and efficient

