



MOVING THE IMMOVABLE: TRANSFORMING HIGHER EDUCATION INSTITUTIONS

**Julio Revilla Saavedra
President of the Social Council of
the Public University of Huelva**



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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

