

Breakout Session II

Presentation of case studies

Organisational Autonomy

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1. Brief presentation of Ramon Llull University
2. University Autonomy Scorecard
3. Governance of Ramon Llull University
4. Conclusion: main success factors and challenges



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CREATION OF THE UNIVERSITY

- ✓ Ramon Llull University **was formally created by means of an agreement the 1st March of 1990, and recognised by the Catalan Parliament of Catalonia on 10 May 1991.**
- ✓ **Ramon Llull University (URL)**, located in Barcelona (Catalonia, Spain), **is a private, non-for-profit university**, with a Humanist and Christian inspiration, and promotes public service. Its main aim is to provide quality, personalized education to respond to society's needs.
- ✓ **URL is made up of 11 federated higher education and research institutions** with long tradition in Catalonia.
- ✓ These HEI already exist before the creation of Ramon Llull University
- ✓ Our creation is the result of a merger-like process:
 - It is not exactly a classical merger.
 - The original institutions gather in a new brand university, but they continue existing.
 - It is –more or less- like a self-governing university colleges.

COMPOSITION AND ORGANISATION

- ✓ The URL federated institutions are not-for-profit private foundations starting from which the university centres are created – schools and faculties, departments, university research institutes and other centres or structures.

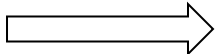


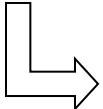
14 UNIVERSITY FACULTIES
3 UNIVERSITY INSTITUTES

- ✓ The 4 biggest URL institutions regarding the number of students are:
 - ✓ IQS (1.747 students, year of creation 1916)
 - ✓ Blanquerna (6.360 students, year of creation 1948)
 - ✓ La Salle (2.842 students, year of creation 1903)
 - ✓ ESADE (5.741 students, year of creation 1958)
- ✓ The organization and management on the URL centres is based on the subsidiarity principle: the federated institutions exercise broad autonomy for the organization and management of the centres for which they are responsible (*Managament agreement*).

URL FIGURES (*academic year 2015/16*)

✓ COMMUNITY

19.208 STUDENTS ENROLLED  **15.5%** of international students

 *12.062 Undergraduated ; 3.068 Masters ; 422 PhD; 3.656 URL-specific degrees (non official)*

1.254 TEACHING & RESEARCH STAFF

822 ADMINISTRATIVE STAFF

✓ TEACHING : **36** Bachelor's degrees -- **58** Master's degrees -- **11** PhD programmes

✓ RESEARCH ACTIVITY

- **54** research groups, participating in national and international projects
- *WoS indexed publications growing (sustained growth of >10% in each of the last 7 years)*

✓ BUDGET

- 160m€ (90% student's fees) (no public funding)



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ORGANISATIONAL AUTONOMY DIMENSION

✓ Goal:

- Identify the level of Spanish universities autonomy, according to the EUA University autonomy Scorecard. Just analysing the “organisational autonomy dimension”

✓ The Spanish regulation is:

- Stated by a common law for all universities
- Different for public universities and for private universities

✓ The private universities have a greater level of autonomy, but ...

- Some decisions are not taken exactly free (“mandatory” vs. “advisable”)
- In other Autonomy Dimensions, the level of autonomy are similar among universities.

✓ Following slides:

- Organisational autonomy dimension mapping in Spain (public / private)
- Highlighted in green the less restrictions indicators
- Ramon Llull University’s choice

ORGANISATIONAL AUTONOMY DIMENSION (1/4)

<i>Subdimension</i>	<i>Restriction</i>	<i>Spanish public universities</i>	<i>Spanish non public universities</i>	<i>URL's choice</i>
Selection procedure for the executive head	Selection of the executive head is not validated by an external authority		X	Two steps: the senate is involved and the board of trustees appoints
	Selection of the executive head is validated by an external authority	X		
Selection criteria for the executive head	Selection criteria for the executive head are not stated in the law			Management and academic experience required.
	Law states that the executive head must hold an academic position	X		
	Law states that the executive head must hold a doctoral degree	X	X	
	Law states that the executive head must come from within the university	X		
	Other restrictions			

ORGANISATIONAL AUTONOMY DIMENSION (2/4)

<i>Subdimension</i>	<i>Restriction</i>	<i>Spanish public universities</i>	<i>Spanish non public universities</i>	<i>URL's choice</i>
Dismissal of the executive head	Procedures for the dismissal of the executive head are not stated by law		X	Procedure (and reasons) described by the university's own regulation
	Confirmation of dismissal by an external authority but the procedure is decided by the university			
	Confirmation of dismissal by an external authority and the procedure is stated by law	X		
	Dismissal by an external authority according to a procedure stated by law			
	Other restrictions			

ORGANISATIONAL AUTONOMY DIMENSION (3/4)

<i>Subdimension</i>		<i>Restriction</i>	<i>Spanish public universities</i>	<i>Spanish non public universities</i>	<i>URL's choice</i>
Term of office of the executive head		Length of the executive's head term of office is not stated in the law	X	X	Term of 4 years. Maximum of 2 ordinary terms. 1 extra (and extraordinary) term is possible
		Maximum range of length is stated in the law			
		Minimum range of length is stated in the law			
		Exact length is stated in the law			
External members in university governing bodies	Inclusion of external members in university governing bodies	Universities cannot decide as they cannot include external members			Yes, in the board of trustees
		Universities cannot decide as they must include external members	X		
		Universities can decide include external members		X	
	Selection of external members in university governing bodies	University can decide freely on external members		X	Selected (and appointed) by the board of trustees
		Proposal by university and appointment by an external authority			
		Part of the members appointed by the university and part appointed by an external authority			
		Appointment completely controlled by an external authority	X		
		Other appointment process			

ORGANISATIONAL AUTONOMY DIMENSION (4/4)

<i>Subdimension</i>	<i>Restriction</i>	<i>Spanish public universities</i>	<i>Spanish non public universities</i>	<i>URL's choice</i>
Capacity to decide on academic structures	Universities can decide on their academic structures without constraints			Very similar to the public university system (faculties and departments)
	Guidelines exist in the law	X	X	
	Faculties/other academic structures are listed in the law			
	Other restrictions			
Capacity to create legal entities	Universities can create legal entities without constraints	X	X	Yes, but only used for R+D+I (ex: scientific parcs)
	Universities are only allowed to create not-for-profit legal entities			
	Universities are not allowed to create any type of legal entity			
	Other restrictions			



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LEGAL ENTITY OF THE UNIVERSITY

- ✓ Challenge: to maintain the legal entity of each federated institution, coexisting with the legal entity of the university (as a private not-for-profit foundation).

Some examples:

- There are several problems when applying for public competitive (research) funding. Some times we apply as a Ramon Llull University, and some times we apply as a federated institution (different legal entities). Ex: H2020 ... if you look for URL contracts, you will get a zero. You should ask for each of our institutions and make an addition. It does not happen with the Spanish research calls that recognize our status.
- Beside the former, if one federate institution has a legal problem with his own and exclusives competencies (ex: employment contracts), the legal responsibility is limited to the federated institution, and it does not affect to the whole university.

DEFINING GOVERNANCE STRUCTURES

- ✓ To decide the centralised competences (exclusive of the Rector's Office) and the distributed ones (executed by the federated institutions)
- ✓ To define the quorums needed for taking decisions
- ✓ To designate the budget and the funding of the common services and the Rector's Office

GOVERNING BODIES

- ✓ Board of trustees
- ✓ Rector's Board
- ✓ Executive Council
- ✓ Academic Council
- ✓ Senate

BOARD OF TRUSTEES OF THE UNIVERSITY

✓ **Composed by:**

- The presidents of the URL founding institutions (5 academic federated institutions and 2 civil society institutions)
- Up to 13 other members representing civil society and with different backgrounds (economics, academia, science, etc)

✓ **Competences on** (examples):

- Appointing the rector
- Deciding on the structure of the University (faculties)
- Approving the general strategy and the centralized budget (general common services, Rector's Office, etc)
- Final OK of the academic portfolio

RECTOR'S BOARD

✓ **Composed by:**

- Rector, Vice Rectors (3) and Secretary General

✓ **Competences on** (examples):

- The same as in other universities...
- But not on general economy, infrastructures and staff (due to the federal governance)

EXECUTIVE COUNCIL

✓ **Composed by:**

- Rector's Board (5)
- The general directors of the URL founding institutions

✓ **Competences on** (examples):

- General strategy
- General economic issues

ACADEMIC COUNCIL

✓ **Composed** by:

- Rector's Board (5)
- Deans of each faculty (17)

✓ **Competences** on (examples):

- Planning the academic strategy
- Planning the research strategy

SENATE

✓ **Composed** by:

- Rector's Board (5)
- Deans of each faculty (17)
- Professors (elected by colleagues, up to 14)
- Students (elected by colleagues, up to 6)
- Administrative personnel representation (elected by colleagues, up to 2)

✓ **Competences** on (examples):

- Approving academic strategy
- Approving research strategy
- Must issue a report on rector's candidates before his/her appointment

THREE EXAMPLES OF HOW THINGS WORK ...

✓ *Ex1: New rector appointment (centralized process)*

- The candidate (1 or more) presents his/her view, thoughts, project, etc. to the Senate
- The Senate issues a report (positive or not) for the Board of Trustees
- The candidate (1 or more) presents his/her view, thoughts, project, etc. to the Board of Trustees
- The new rector is appointed by the Board of Trustees
- The vice rectors and SG are proposed by the rector and appointed by the Board of Trustees

✓ *Ex2: New dean appointment (decentralized process)*

- Candidate is selected by the federated institution (with its own regulation)
- Candidate is appointed by the rector

SOME EXAMPLES

✓ *Ex3: New degree proposal (decentralized process)*

- The faculty prepares the proposal and sends it to the Rector's Office (at least 18 months before the expected starting date).
- The Internal Academic Unit evaluates it.
- If evaluation is ok (sometimes several iterations are required), the rector sends the proposal to the Senate for approval.
- If the proposal is approved (sometimes a political task is required), the rector sends it to the Board of Trustees for final approval.
- When the internal process is finished, the Rector sends the proposal to the regional government (at least 15 months before the expected starting date).



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SUCCESS FACTORS

- ✓ A higher level of autonomy compared to the public university. But limited too! Especially due to a context “dominated” by public universities
- ✓ Organizational:
 - Key university subjects centralized in the collegial governing bodies
 - High autonomy of the federated institutions in areas that no require coordination
- ✓ Academic:
 - Quality and professional oriented programs
 - The important commitment to the research activity despite the non-public funding

CHALLENGES

- ✓ Organizational:
 - Increase the common (inside the federation) funds for strategic and long term projects allocated by the collegial governing bodies

- ✓ Academic:
 - The lack of public funding for research
 - Difficulties financing the needed research (few private donations in Spain is an added problem)
 - Common to almost each university (in Spain): internationalisation, the impact of the new technologies in education

SUMMING UP:

- ✓ 25 years ago our founders imagine a new way for governing a new university
- ✓ Our university is different from “regular universities” due to: non-public and organized as a federation
- ✓ The university is not more complex than others. It is simply different.
- ✓ There are some (and few) identified drawbacks.
- ✓ If we should begin again, probably we will do mostly the same



Thank you!