

PROGRAM

FENT UNIVERSITAT, FAREM FUTUR

Programmatic proposals made by Esteban Morcillo Sánchez, candidate for
President of the University of Valencia

Why are we presenting this candidature?

The University of Valencia is a great academic institution. It is great because of its history and because of its current reality. Both reasons make the University of Valencia an obligatory reference and a valued patrimony for citizenship. Our university combines historical tradition with an important territorial projection and dissemination, and also with a determined willingness to modernize and internationalize. The University of Valencia offers everyday to society its best patrimony: the work of its members in the areas of teaching, research, culture and management.

In accordance with this, the decision to present this candidature for President of the University stands on a common project in which, many members of the institution are involved. This project claims to actively involve the whole of the university community in a, shared task, by offering its best knowledge and practice inserted into Valencia society.

Personally, I am proud to belong to the University of Valencia and I want to devote all my efforts to improving its autonomy without external interference while always serving the community. This is my university, I learnt in its classrooms, with its professors and researchers. In 1974, I obtained a degree in Medicine and Surgery, and the doctorate in 1976. With grants awarded by the Fulbright Commission and by the Ministry of Education, I had the opportunity to complete my training in different institutions within the United States and in Great Britain. My commitment to teaching and research began already when I was an undergraduate student, then as a fellow, afterwards as a teaching assistant and finally as a permanent professor. My first permanent position was in Alcala University (1983) and then coming back to my origins to Valencia University in 1990.

Without doubt the students are the centre of our university and I believe that research is inseparably tied to high-quality teaching. These beliefs have been in existence throughout all of my university life without ever compromising my commitment to active teaching and research; besides, I have been involved in university management and policy. During my academic life, I have been Vice Dean

of Research and Doctorate at the University of Alcalá (1986-1988), ministerial representative in Biomed2 and COST in the EU (1997-2003), Head of Faculty of Medicine and Odontology in València University (1999-2006), Rector's Delegate for the teaching hospital (2006-2007) and Vice President of Research and Scientific Policy from 2007 up to the moment of presenting my President candidature. All of this broad experience has allowed me to know the functioning of other institutions and to reach new perspectives for increasing even more the ability and potential of our university

The enthusiasm, motivation and personal and shared responsibility with which I have performed these commitments, the same institutional pride and the same belief in the principles of university autonomy have driven me to present this candidature.

I have grown up in the university and it has given me the resources and support to perform my academic tasks and research. The University has been the place where I have learned the importance of working in a team, acquired the attributes and values to generate consensus but also I have learned how to coordinate and lead teams and assume responsibilities. I am proud of my institutional loyalty because it's clear to me that we are part of an intergenerational chain which stands for the defense of education and public research, the transfer and generation of knowledge and culture to society and critical thinking. However, above all I have learned that autonomy and independence are not only ideals to pursue and defend but they are indispensable means to cement our search for scientific knowledge and for an open and free culture. My large experience has led me to an absolute commitment to the values and goals of our institution and to my recognition of the work done since the approval of the University Statutes by the Presidents Ramon Lapiedra, Pedro Ruiz and Francisco Tomas as well as their respective teams.

As a result of my background I want to offer my experience to the community, my conviction to the university's independence and autonomy, my commitment and enthusiasm to teaching, research and perform some academic responsibilities to tackle the new challenges the University faces.

By means of our slogan "Fent Universitat, Farem Futur", we are expressing our commitment (to ourselves and to the community), our vision for a common task and especially our enthusiasm which we share with a significant number of people at the university. All these factors have been crucial for when deciding to present myself as candidate for the Presidency of the University of Valencia. As leader of this common project, not only me but my team want to propose a program to the whole community that firstly is devoted to construct, day by day, a University with excellence in teaching, research, culture or campus life. By achieving this aims we will build a future for our students and for the community as a whole.

Our collective project also has another very important objective: to be open to debate, positive criticism and improvement. Even though our program incorporates many initiatives and thoughts, it is an open program with the intention of being most importantly, integrative.

This is the spirit in which motivates us, the belief that to build a university is a common task in which all members of the community have a lot to provide.

We will dedicate all our efforts and commitment to achieving this.

The Most Important Challenges

The President' elections at the University of Valencia are taking place in a historical period of time for all universities in general. In the XXI century we are confronting new institutional challenges and opportunities. It has never been so necessary as now, to have clear idea of the problems that we face, to know the proposed solutions and how to put them into practice. The future of the institution depends on the correct evaluation of all those factors which in our particular case, has to lead us to become one of the leading universities within the EU. We therefore need to tackle and overcome the following challenges:

- 1. To deepen and consolidate the international character of the University of Valencia.** The University has evolved over time. We have seen how universities have moved from national/state institutions to the current XXI century model of a global university with international frameworks, mutual agreements, mobility, internationally recognized degrees and so on. In response to this, clearly our aim is to continue participating in the creation of the European Higher Education Area, in the European Research Area and to maintain our involvement in the different international higher education forums (like the Bologna Policy Forum created at the end of 2009) or to enter into strategic alliances with universities and university's frameworks across the world.
- 2. Full implementation of the new qualifications adapted to the European Space of Higher Education from degrees to doctorates.** This implementation not only implies a transformation of what we offer as an institution, but moreover, we must amend the education process of our current students. This will allow us to offer them an integral and high-quality learning experience which will not only benefit them personally but will assist them when entering the labour market as well. To accomplish this aim, we need in place a rigorous quality system for the evaluation of our degrees
- 3. A new paradigm in university policies: The creation of an International Campus of Excellence.** The Spanish Ministry of Education, following in the footsteps of the French, German and British university systems has initiated a policy of implementing International Excellence Campus. The University of València has worked hard to lead a project capable of obtaining this recognition. In fact, in the first phase of the evaluation, this project –NauNova. Science for Health and Sustainability- obtained a very positive feedback and recognition as a Campus of Excellence in Investigation.
- 4. Complete incorporation of Information Technology and Communication.** In this era of IT all universities (including distance learning institutions) need to make use, at all levels, of the potential of the cyber culture. That means within: a) planning and management processes;

b) services offering and interaction with society (e- administration); digital resources for teaching (virtual campus and contents creation); d) an open offer of research results and international networks in real time. The University has recently joined the international movement *Open*, through Open Course Ware (OCW-UV), RODERIC.... Our aim is to invest resources and energy into transforming the University of Valencia into a Digital University of the XXI century.

5. **Social Responsibility and a Commitment to our Environment.** Under current debate about the functions of universities arises the question about the necessity as academic institutions to intensify their commitment, along with society and to the environment. Although the University of Valencia has not been an “ivory tower” as it can easily be proven from our history, it is possible to improve our involvement in the collective well-being and development of our citizens especially crucial at this time of crisis.
6. **Strategic planning.** In this current climate of change and crisis, to manage resources effectively and with efficiency and endeavour to discover, in this time of crisis, new opportunities is more important than ever. Strategic planning is a requirement derived from differing factors. An internal requirement, because in this world in transformation, a dynamic organization of the magnitude and complexity of our university has to define its objectives in the long term, develop the means and asses the resources needed to reach them, evaluating at the end the degree of success in their accomplishment. However there is also an external requirement, in that we need to provide the society with transparent information as to how we function and the results attained.
7. **The Importance of Values.** The current social crisis makes it even more apparent that the economic, political and social systems have to be governed by values and central goals in the development of human dignity and in personal autonomy. The emancipation of human beings through science and critical thinking constitutes the central nuclei which makes sense to university activity. As a result, the top universities are working from the same set of values in response to the most important challenges posed by society. Such values are present in all aspects of university activity: teaching, research and knowledge transfer, life on campus, and serving the community. Amongst these values, our university has to emphasize gender equality, sustainability, cooperation and social innovation
8. **University Autonomy, Quality Policy and Excellence.** In the last few years, there has been a consensus on the basic aspects of University Autonomy among the countries belonging to European Higher Education Area: a) a strong autonomy is needed to accomplish all objectives and social expectations; b) there is an intrinsic connection between autonomy and quality and excellence policies; c) above all institutional autonomy, administrative, financial and academic. This last point, the fundamental

objective of the university, cannot be achieved without organizational and financial autonomy..

9. Financial Challenges. Valencia University has been dogged with a chronic deficit due to financial unaccomplishment by the Public Administration, this situation has been even more difficult to support under the current economic crisis. To fulfill the requirements of the European Higher Education Area we need sustainable financial autonomy. For this reason it will be necessary to combine three factors: a) demand that the Public Administration carries out all its financial duties; b) Valencia University administers its resources efficiently and sustainably; c) search new financial avenues.

10. Visibility of the University of Valencia. All the aforementioned challenges demand and generate a new goal: to achieve clear visibility. The University needs to convert itself into an attractive place for all people who want to study, investigate and teach there. This visibility will allow the university's corporate image to be linked to its achievements and empower the relationship between students as well as third parties.

These challenges and others, which we could identify in a more extensive analysis, highlight the institutional framework in which the University of Valencia is going to develop its activities in the near future. In some cases these challenges could be viewed as threats to the achievement of our objectives. However, our candidature views them as opportunities to improve our University.

GENERAL POLICY

The introductory section of our Statutes states the broad general policy agreed upon and established by our University as the guiding principles of its activity. Therefore, when commencing any program, which must also be sensitive to the changes and challenges of our future, we must bear this guiding principles in mind and ratify our commitment to them. It is thus fully accepted that the Mission of our University includes:

“the pursuit of critical thinking, contribution to the free flow of ideas, participation in the universal advancement of Science, enrichment of the public’s educational level..., all within the framework of providing positive contribution to society.”

These being our goals, representing the guiding principles of day-to-day practice, we now go on to present the general principles that govern our actions, as well as style of government, according to which we carry out our program.

1. PRINCIPLES

1. Support and pursuit a **Public University of quality**, while ensuring its autonomy, which must operate in all aspects: academic, organizational and financial. The fulfillment of our mission and goals is only possible standing on the principle of university autonomy in the broadest sense.
2. Commitment to serve society by developing and promoting their **own culture and language**, encouraging a questioning spirit and contributing to social welfare.
3. Commitment to creating equal opportunities and conditions for the widest possible access to the University (**social dimension** of higher education)
4. Commitment to **real equality of women and men**, in all aspects of university life and activity, by drawing up action plans ¿to be specified? in the *1st Gender Equality Plan*.
5. Commitment to **sustainability**, within our university and having social impact, in accordance with international university standards
6. University of the people, **for the people and for society**.
7. Implement a **quality** policy in all areas, because as a public institution we should constantly exercise social responsibility and self-criticism and offer our best resources to society in general and to the Valencian society in particular.
8. Commitment to **internationalization**, encouraging mobility and the creation of inter-university teaching and research projects, giving special importance to projects within the scope of the EHEA, which must be firmly promoted by the UV, as well as the acquisition of language skills, following a multilingual university model.
9. Promotion of **open-access digital content**, within the context of the rapid changes that have taken place in the production and generation of

knowledge, consequence of the dissemination of information and communication technologies.

10. Commitment to equity and **fair distribution of resources** among the University campuses and schools, departments and research institutes.

2. GUIDELINES FOR GOVERNING STYLE AND PROCEDURES

1. Focus the day-to-day running of government through dialogue, debate and the search for consensus, thereby enhancing the role of statutory bodies. In particular, this will promote and enhance the activity of the ¿Faculty and Board of Governors? and its involvement in defining and establishing the policies of action, thus encouraging the participation of the university community as a whole.
2. Promote and boost participation through instruments of coordination, communication and meeting, and survey, thus enabling us to address challenges and problematic issues, reaching the maximum possible consensus.
3. Primacy of agreements and enhancing the Negotiating Committee in all matters affecting working conditions
4. Transparency in decision-making and accounting processes.
5. Engender enthusiasm and motivation to tackle UV projects and future challenges.
6. Develop a smooth management structure, which is both participatory and effective, by creating advisory areas, such as for meetings of heads of centers and departments, research institutes, and students, etc. with a view to promoting and encouraging policy-making dialogue.
7. Teamwork within the Board of Trustees, which will organize managerial tasks according to coordination areas, maintaining the general organization horizontally, promoting smooth communication with all campuses.
8. Encourage strategic planning by identifying goals and milestones, in order to achieve the objectives set collectively.
9. Support innovation, because the quality of the University depends on its ability to foresee and find solutions by pooling its intellectual resources

¿Assessment and review of processes and programs to continuously improve our performance and public service rendered.?

GENERAL PROPOSALS

Listed below are our program's ¿main? goals, which are referred to head each section. For an overview of the diagnoses underlying each section, and the set of initiatives we plan to develop, we invite you to read the whole program (available at: <http://>).

1. UNIVERSITY MISSION AND GOALS

QUALITY TEACHING

Finalize the implementation of the new system - covering degree, master and doctorate programs - adapted to the EHEA, in the struggle to promote methodological updating and develop the necessary resources and technologies to provide high quality education for professional and scientific training and for society

EXCELLENCE IN RESEARCH

Advance and increase the scientific production of the UV, promoting the performance and international impact of its research groups by developing programs that facilitate the mobility of researchers and attract young graduates and PhD-holders, and provide management and research- support tools.

KNOWLEDGE AND INNOVATION TRANSFER

Increase the UV's involvement in transferring innovation and knowledge to society, through its TTC (technology transfer centre), also enhancing the role of the Science Park to attract business.

ART, CULTURE AND HERITAGE

Promote the University's cultural role, enhancing the creative and innovative potential of the university community and ensuring its social projection, to take on a leading socio-cultural role, in the innovation, recognition and affirmation of cultural identity.

PHYSICAL ACTIVITY AND SPORTS

Promote physical activity and sports among members of the university community, providing adequate and appropriate facilities and enlarging the services offered.

2. A UNIVERSITY OF THE PEOPLE, FOR THE PEOPLE AND FOR SOCIETY

A NEW CAMPUS MODEL

Promote the appropriate services, programs and infrastructure to improve the conditions of study and work and to create a campus life environment that makes the University of Valencia into a place of wellbeing. It is time to concentrate on creating a university of the people, for the people and for society.

STUDENTS

Give priority to the organization and improvement of the services offered to students, with a view to offering the best possible quality in the teaching-learning process and helping to achieve its objectives.

TEACHING AND RESEARCH STAFF

Adopt a comprehensive policy for teaching staff, specific to the UV, able to renew our workforce and respond to the needs to implement new qualifications, maximize research potential, promote international mobility, and provide continuity and improvement policies for early retirement through flexible procedures.

ADMINISTRATIVE AND SERVICE STAFF

Implement a comprehensive policy for administrative and service staff, in a dynamic environment, facilitating professionalized management to provide the University with the necessary personnel resources, both in quantity and qualification; developing professional careers and providing training and international mobility; generating adequate working conditions, and maintaining and improving early retirement policies through flexible procedures.

BEYOND ACTIVE WORKING LIFE

Encourage the integration and active participation of people who have studied and/or worked in our institution, as well as maintain ties and a sense of belonging through the support and promotion of collectives like Friends and Old Students' and retired staff associations.

3. RELATED POLICIES

LANGUAGE POLICY

Promote the use and development of the sociolinguistic functions of language in different areas of university life, while also assisting in the acquisition of skills in other languages so as to advance multilingualism among members of the university community.

ONGOING TRAINING AND INNOVATION

Implement UV staff training as a means to achieve continuous improvement, for professional qualification and vocational development and for personal fulfillment. To do so, innovative and participatory educational activities and programs will be promoted, which will allow for hands-on training in accordance with new demands.

CORE VALUES ON CAMPUS

Encourage the following values on campus: pursuit of real equality between women and men, promote sustainability, cooperation and solidarity, and contribute to enhancing awareness of these in society.

UNIVERSITY OF VALENCIA AS AN INTERNATIONAL UNIVERSITY

Promote the internationalization of the University of Valencia in its different fields, encourage the mobility of all its members, make it an attractive center for foreign students and researchers, enhance its visibility/social impact, become involved in international university networks and cooperate in global social change.

DIGITAL CAMPUS: C@MPUS UV

Develop a model integrating the implementation and use of ICT to the teaching/learning, research and knowledge-transfer processes, cultural creativity and participation, but also to university administration and information management, training and creating an Open Culture, through suitable digital infrastructures.

INSTITUTIONAL TRANSPARENCY

Undertake the commitment to outline a clear University policy for internal communication, both personal and digital, directed at both people and campuses, and use it as a vehicle to consolidate our corporate image and constantly promote the institution's presence and leadership in society, achieving a greater degree of loyalty.

4. RESOURCES

EFFICIENT ORGANIZATION AND EFFECTIVE MANAGEMENT

Implement an electronic administrative system and use this to analyze the situation, with a view to achieving efficient organization and effective management strategies, based on planning, innovation and transparency.

ADEQUATE FINANCING

Fight for a fair publically-funded model based on objective criteria, which encompass all university functions and the process of adaptation to EHEA, recognize the specificity, commitment and results of the University of Valencia concerning social demands.

ADEQUATE INFRAESTRUCTURE

Provide adequate and appropriate installations and facilities, offering a proper environment, conceived as a sustainable and people-friendly campus, this being a necessary condition for the University to fully carry out its functions and thus provide quality services.