



**UOC**

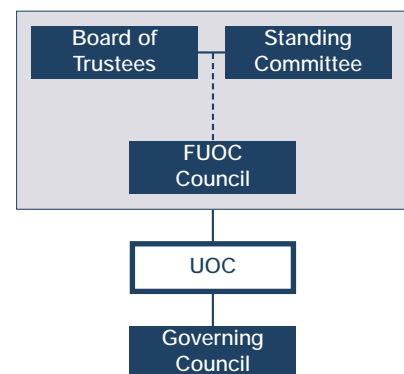
## Governing Bodies

### The Foundation for the Universitat Oberta de Catalunya

The Foundation for the Universitat Oberta de Catalunya, created on 6 October 1994, is governed by a Board of Trustees made up of various entities firmly consolidated throughout the territory and of acknowledged social prestige. The following are its founding institutions: the Catalan Federation of Savings Banks; the Chamber of Commerce, Industry and Navigation of Barcelona; Televisió de Catalunya, SA; Catalunya Ràdio, Servei de Radiodifusió de la Generalitat, SA (Catalonian Radio and Television).

The Board of Trustees next incorporated the Generalitat de Catalunya (Catalonian Autonomous Government), which holds the majority of votes, and later the Fundació Enciclopèdia Catalana, the Fundació José Manuel Lara and the Fundació Telefónica.

Its constitutive process was continued with the unanimous approval of the Law of Recognition of the UOC (Law 3/1995, of April 6th) and the corresponding publication in the Official Gazette of the Generalitat (DOGC) no. 2,040 of 21 April 1995.



### Board of Trustees of the FUOC

The Board of Trustees is the highest body in the representation, government and administration of the Foundation according to its Statutes (section 1, article 14.1). The main functions of the Board of Trustees in regard to the Universitat Oberta de Catalunya are to approve, and if need be to modify, the Norms for the organisation and functioning of the Universitat Oberta de Catalunya, to appoint or to remove the Rector and the Administrator, to approve the Budget and the accounts of the University, to approve the Strategic Plan presented by the Rector and to evaluate its results.

### Members of the Board of Trustees of the FUOC

**Carles Solà i Ferrando**  
Minister for Universities and Research, Generalitat de Catalunya  
*Chairman*

**Antoni Serra-Ramoneda**  
President, Caixa de Catalunya  
*Vice President*

**Ramon-Jordi Moles**  
Secretary-General, Department of Universities and Research, Generalitat de Catalunya  
*Vice President*

**Ramon Vilaseca i Alavedra**  
Director-General of Universities  
*Vocal*

**Francesc Xavier Hernández i Carmona**  
Director-General of Research  
*Vocal*

**Francesc Cabré**  
President of the Chamber of Commerce of Reus  
*Vocal*

**Joan Majó i Cruzate**  
Director-General of Corporació Catalana de Ràdio i Televisió (Catalan Radio and Television)  
*Vocal*

**Pere Rifà**  
Director, Caixa de Sabadell  
*Vocal*

**Miquel Valls**  
President of the Chamber of Commerce of Barcelona  
*Vocal*

**Josep Maria Rañé i Blasco**  
Minister of Employment and Industry, Generalitat de Catalunya  
*Vocal*

**Raimon Carrasco**  
President, Fundació Enciclopèdia Catalana  
*Vocal*

**Marta Cid**  
Minister of Education, Generalitat de Catalunya  
*Vocal*

**José Manuel Lara Bosch**  
President, Fundació José Manuel Lara  
*Vocal*

**Oriol Ferran i Riera**  
Secretary of Telecommunications and the Information Society, Generalitat de Catalunya  
*Vocal*

**Fernando Villalonga**  
Director-General, Fundació Telefónica  
*Vocal*

**Gabriel Ferraté**  
Rector, Universitat Oberta de Catalunya\*

**Xavier Aragay**  
Director, Foundation for the Universitat Oberta de Catalunya\*

**Enrique Alcántara**  
Secretary, Foundation for the Universitat Oberta de Catalunya\*

\* They have no voting rights

## Standing Committee of the Board

The Foundation's Board of Trustees delegates some of its functions to the Standing Committee, which is the permanent body for the administration and management of the Foundation. Its mission is to direct the ordinary affairs of the Foundation.

## Members of the Standing Committee of the Board

**Ramon Vilaseca i Alavedra**  
Director-General of Universities  
*Chairman*

**Joan Majó i Cruzate**  
Director-General of Corporació Catalana de Ràdio i Televisió (Catalan Radio and Television)  
*Vocal*

**Pere Rifà**  
Director, Caixa de Sabadell  
*Vocal*

**Francesc Cabré**  
President of the Chamber of Commerce of Reus  
*Vocal*

**Oriol Ferran i Riera**  
Secretary of Telecommunications and the Information Society, Generalitat de Catalunya  
*Vocal*

**Gabriel Ferratè**  
Rector, Universitat Oberta de Catalunya\*

**Xavier Aragay**  
Director, Foundation for the Universitat Oberta de Catalunya\*

**Enrique Alcántara**  
Secretary, Foundation for the Universitat Oberta de Catalunya\*

\* They have no voting rights

## The FUOC Council

The Board of Trustees is assisted by the FUOC Council, a consultative body of the Foundation, in accordance with an agreement of 28 December 1995, made by the Government of the Generalitat de Catalunya, by which the composition and functions of the Council are approved (Resolution of 8 January 1996).

The function of the FUOC Council is to inform about the budget, the programme, and the appointment of the Rector of the Universitat Oberta de Catalunya.

It is made up by – in addition to the Rector of the UOC and the Director of the FUOC – two representatives from the Catalan Parliament, four representatives from the public universities, two representatives from the employers' associations and two from the trade unions, and various personalities from the fields of research and culture. It is therefore widely representative of Catalan society, to which the University, given its condition of public service, has the determination and the duty to serve.

## Members of the FUOC Council

Ministers-representatives appointed by the Catalanian Parliament:

**Josep Laporte**  
Late Excommissioner for Universities and Research, replaced by **Francesc Esteva i Massaguer**, Director of the Institut d'Investigació de la Intel·ligència Artificial of the CSIC, on 12 May 2005

**Joan Majó**  
Counsellor of the European Institute for the Media, replaced by **Antoni Garrell i Guiu**, President of the Cercle per al Coneixement, on 12 May 2005

Counsellors-representatives of Catalan public universities appointed by the Inter-university Council of Catalonia (Consell Interuniversitari de Catalunya):

**Joan Batlle**  
Rector, University of Girona

**Joan Tugores**  
Rector, University of Barcelona

**Rosa Maria Virós**  
Rector, Pompeu Fabra University

**Lluís Arola**  
Rector, Rovira i Virgili University

Counsellors-representatives appointed by the most widespread lawfully-constituted employers' associations in Catalonia:

**Josep A. Díaz Salanova**  
Vice President of Foment del Treball

**Lluís Godayol**  
Representative of PIMEC

Counsellors-representatives appointed by the most widespread lawfully-constituted trade unions in Catalonia:

**César López Sánchez**  
Representative of Comissions Obreres (CCOO)

**Jordi Fayos i López**  
Representative of UGT

Councillors-representatives appointed by the Board of Trustees of the FUOC:

**Josep Vilarasau**  
President, Caixa d'Estalvis i Pensions de Barcelona Foundation  
*Chairman*

**Manuel Castellet**, replaced by **Josep Maria Terricabras**, Director of the Ferrater Mora Chair at the University of Girona, on 4 July 2005

**Carmina Virgili**  
Former Member of the Spanish Senate  
*Vice President*

The two vacants were covered on 4th July by:

**Antoni Farrés**  
Former President of Localret and former Mayor of Sabadell

**Vicent Partal**  
Director, Vilaweb

**Gabriel Ferratè**  
Rector, Universitat Oberta de Catalunya

**Xavier Aragay**  
Director, Foundation for the Universitat Oberta de Catalunya

**Enrique Alcántara**  
Secretary, Foundation for the Universitat Oberta de Catalunya\*

\* They have no voting rights

## The Governing Council of the UOC

The internal organisation of the Universitat Oberta de Catalunya has in the Governing Council its highest body of collegiate government, whose function is to guide, plan and evaluate university activity, and to lay down the main lines of action of the University in all its spheres.

The Rector is the highest authority of the University and holds the maximum responsibility in its representation, government, and administration. The Rector is assisted by the Vice Rectors and the Administrator, whose job is the overseeing of the ordinary management of the University.

## Members of the Governing Council of the UOC

**Gabriel Ferratè**  
Rector

**Carles Sigalés**  
Vice Rector for Academic Policy and Faculty

**Francesc Vallverdú**  
Vice Rector for Research, Educational Methodology and Innovation

**Joan Fuster**  
Vice Rector for Institutional Relations and Cultural Policy

**Francisco Rubio**  
Vice Rector for International Relations

**Xavier Aragay**  
Administrator

## Business Advisory Council of the UOC

On 1 April 2004 the Business Advisory Council of the UOC was established, made up of high-ranking business management of leading companies from the spheres of enterprise and economics in Catalonia and Spain.

Its main mission will consist in:

- Favouring the access of the UOC to the world of business and responding to its needs.
- Possessing a thorough knowledge of the process in which these needs are generated.
- Providing a more direct knowledge of, and an increased access to, the institutional, economic, scientific, and technological network, both at the national and the international levels.

- Helping to disseminate the innovative proposal that the UOC embodies, by laying particular emphasis on its business activity.

In short, contributing to the fact that the UOC, because of its experience in teaching and research, is a world wide reference point in the realm of business activity and management, and in particular, in information and knowledge.

## Members of the Business Advisory Council

**Anna Birulés Bertran**  
President

**Luis Lada Díaz**  
Executive Director and Director-General of Development, Planning, and Regulation, Telefónica SA

**Francisco Belil Creixell**  
Vice President and CEO of Bayer Hispania SA

**Josep Daniel Gubert**  
Former top executive at Nestlé

**Juan Ignacio Fornós**  
Vice President of Mitsubishi Heavy Industries Europe

**Antoni Massanell Lavilla**  
General Executive Manager of "la Caixa" savings bank

**Gabriel Ferraté**  
Rector

**Xavier Aragay**  
Administrator

**Carles Esquerré**  
Deputy Administrator

## Organisational Structure

### Development of the Norms for Organisation and Functioning

The development of the participation organs, as laid down in the Norms for Organisation and Functioning of the University (NOF), was completed this academic year. On 27 and 31 January 2005 the Campus Committees were constituted, and on 30 March 2005, the Faculty Council.

The Campus Committee is the participation organ of students, own faculty and management personnel, as regulated in the *Llei de reconeixement de la UOC*. The elections of representatives took place during the months of November and December 2004.

The role of the Faculty Council is to debate and to put into common all aspects of university life, paying special attention to those aspects specifically of an academic nature and relating to the development of the University's own scientific community. The Council will meet at least once a year.

Beforehand, a committee had been constituted for each of the University's academic faculties, whose function is to channel student participation in the ordinary functioning of the faculties, and to send to the Head of Faculty those opinions and suggestions from the student collective that involve academic issues. It was constituted in mid September, after the elections held in the months of April and June 2004.

Similarly, and only for the Main Campus, a committee was constituted for each of the support centres, with a view to promoting student participation in the territory. It was constituted in mid September, after the elections held in the months of April and June 2004.

Finally, on 6th September last, the Committees Service was launched. This service provides the necessary information, attention and guidance to student representatives and to the rest of the committee members so that they may discharge their functions. Along these lines, at the end of January 2005 a new space in the Virtual Campus was launched provided with tools and resources to facilitate the work and communication between the members of each committee and the representatives of the rest of students.

### Make-up of the Main Campus Committee

**Joan Fuster Sobrepere**  
Chairman

**Víctor Renobell Santaren**  
Vocal Representative of the Teaching Staff (Information and Communications Sciences)

**Agustí Cerrillo Martínez**  
Vocal Representative of the Teaching Staff (Law and Political Science)

**Josep M. Batalla Busquets**  
Vocal Representative of the Teaching Staff (Economics and Business Studies)

**Joan Campàs Montaner**  
Vocal Representative of the Teaching Staff (Humanities and Language and Literature)

**Enric Mor Pera**  
Vocal Representative of the Teaching Staff (Computer Science and Multimedia)

**Eulàlia Hernández Encuentra**  
Vocal Representative of the Teaching Staff (Psychology and Educational Sciences)

**Joan Miquel Gomis López**  
Vocal Representative of the Teaching Staff (Tourism and East Asian Studies)

**Carles Rocabosch Bruch**  
Vocal Representative of the Management Staff (Area of University Community)

**Jordi Serrano Muñoz**  
Vocal Representative of the Management Staff (Area of Library)

**Antoni Miguel Ponce Sotillo**  
Vocal Representative of the Management Staff (GO Institutional Relations and Activities Management)

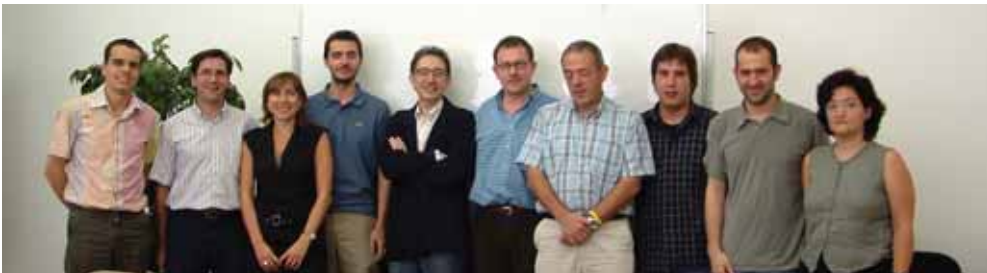
**Pere Rovira Gómez**  
Vocal Representative of Students (Economics and Business Studies)

**Javier Camúñez Díez**  
Vocal Representative of Students (Computer Science and Multimedia)

**Jordi Sàlvia Lardiez**  
Vocal Representative of Students (Law and Political Science)

**Maria Teresa Costa Gatius**  
Vocal Representative of Students (Humanities and Language and Literature)

**Jaume Guinot Zamorano**  
Vocal Representative of Students (Psychology and Educational Sciences)



Members of the Main Campus Committee

## Make-up of the Latin American Campus

**Joan Fuster Sobrepera**  
Chairman

**Víctor Renobell Santaren**  
Vocal Representative of the Teaching Staff  
(Information and Communications  
Sciences)

**Ana María Delgado García**  
Vocal Representative of the Teaching Staff  
(Law and Political Science)

**Josep M. Batalla Busquets**  
Vocal Representative of the Teaching Staff  
(Economics and Business Studies)

**Enric Mor Pera**  
Vocal Representative of the Teaching Staff  
(Computer Science and Multimedia)

**Eulàlia Hernández Encuentra**  
Vocal Representative of the Teaching Staff  
(Psychology and Educational Sciences)

**Joan Miquel Gomis López**  
Vocal Representative of the Teaching Staff  
(Tourism and East Asian Studies)

**Alfred Salat Rosas**  
Vocal Representative of the Management  
Staff (Postgraduate Training)

**Josefa Pedrero Rojo**  
Vocal Representative of the Management  
Staff (Postgraduate Training)

**Cristina Laplana Gómez**  
Vocal Representative of the Management  
Staff (Student Care)

**Ricardo Trigo Calonge**  
Vocal Representative of Students  
(Law and Political Science)

**Núria Jiménez Lumbreras**  
Vocal Representative of Students  
(Computer Science and Multimedia)

**Manuel Olalla Pinilla**  
Vocal Representative of Students  
(Psychology and Educational Sciences)

**Vicente Martínez Pastor**  
Representative of Students  
(Tourism and East Asian Studies)



Members of the Latin American Campus Committee

## The Organisation

### Application of a Planning-by-Objectives System

A key element at the time of developing strategic plans is the planning and programming by objectives system, that basically seeks to link in a simple way, using a common format and sharing a single time calendar (the academic year), the strategic challenges to the individual objectives.



Within this system, the course's objectives plans (COP) are the instrument to specify the objectives that the faculties, the lines of activity and the areas put forward in order to prepare for an academic year. The following items are taken into account in order to formulate them:

- The strategic challenges.
- The priorities that the Governing Council may fix for the specific course.
- The objectives of the "internal clients".
- The indications from internal counsellors (Members of the Governing Council).

The objectives fixed in one particular sphere (faculty, activity or area) seek to be specific, feasible and open to evaluation, and resulting from an internal dialoguing process in which intentions and priorities from all the spheres of the institution converge. The personal objectives plans linked to the course's objectives plans are then fixed and become a source of motivation and development of the UOC professional team. In their formulation, the four points mentioned earlier must be taken into account in order to form the objectives of the course and the objectives fixed for one's own sphere.

In order to facilitate the introduction, validation, monitoring and evaluation of the individual objectives, the UOC launched, in the academic year 2004-2005, an application that allowed each person to define his or her own objectives, and it explained how the extent of the achievement and the weight of each objective overall would be gauged. Thus from one single point it is possible to find out the development by individual objectives that result from strategic planning, for each course, of the priority objectives.

During this academic year 2004-2005, a total of 318 people have defined their own personal objectives.

At the end of the corresponding academic year, the level of achievement of the objectives in each organisational unit is evaluated by the Governing Council, just as the personal objectives are evaluated by the various people in charge of organisational issues at the end of the period object of an evaluation. The evaluation results, when evaluating teaching staff, are a binding element in their professional career, and consequently this academic year all the staff defined their objectives. After the evaluation of a COP, the organisation re-starts the planning process, starting with the reflections and priorities defined by the Governing Council in the successive meetings taking place every month. The internal thoughts from the various teams, from the various autoevaluation processes and from the monitoring by the managing team are also taken into account.

## The Brand Evolves



One of the UOC's strategic objectives is to achieve a solid international presence, overcoming language and culture barriers. In accordance with this idea, and coinciding with the end of the business collaboration with Grupo Planeta, the brand UOC evolved towards a proposal that needs no translations nor various versions, depending on the country where it has to be disseminated or the language it should express itself in.

This new version of the universal brand results from the previous one and, with no changes of import, integrates this more global and unique vision. It is made up of two main elements:

- The graphic element in the top part is made up of the UOC sign (the graphic sign and the siglum), allowing a quick recognition of the brand.

- The graphic element of the bottom part is made up of the square box with the URL to identify clearly its natural activity environment, i.e., the Internet.

- As for the colour and typographic specifications, the corporate Blue PANTONE 533 and the HELVETICA type in its NEUE and CONDENSED variants have been maintained.

The only exception is the so-called "official academic" brand for those cases in which the university must communicate, or witness to, in an obvious way that it is officially a university, that is to say, in documents or supports of an official academic type: official titles, class graduation photographs, certificates, and diplomas, essentially.

## UOC's Model of Excellence

*The UOC, Awarded the Gold Seal of European Excellence*

In December 2004, the Universitat Oberta de Catalunya obtained the Gold Seal of European Excellence from the European Foundation for Quality Management (EFQM), in recognition of the quality of the governance model of the Universitat Oberta de Catalunya. This award takes into account the positive evolution of the integral management of an organisation. The Gold Seal is also an indicator of the effort that the University makes and has made to improve continuously throughout the ten years after its foundation.

Obtaining the Gold Seal is the culmination of a process that goes through two main stages: a first stage of autoevaluation, of which the EFQM Memorandum about the UOC is the result, and a second stage, of validation and contrast of the information contained in this Memorandum. This second stage took place during the month of December 2004, and consisted of the evaluation by an external team made up of members from the Quality Management Club, coordinated by expert consultants from the Bureau Veritas Quality International. The report resulting from the external evaluation singles out a number of strong and weak points of the UOC.

To get to know and develop the strong and weak points resulting from the evaluation according to the EFQM criteria is the *raison d'être* of this process. The way that leads to the improvement of the University begins here.



Gold Seal of European Excellence

## Academic Structure

The University's own teaching staff are the central element of the academic structure, and are in charge of the academic supervision of all the undergraduate, graduate, postgraduate and third-cycle training programmes that the University offers, as well as of continuing education.

Similarly, the UOC's own teaching staff are also in charge of the co-ordination of a network of more than 1,767 counsellors and tutors, who are responsible for guiding the learning process and the attainment of the educational objectives of the students of the University.

## Management Structure

### Administrator's Office

**Xavier Aragay**  
Administrator  
**Carles Esquerré**  
Deputy Administrator  
**Josep Salvatella**  
Director of Planning and Quality

### Offices

**Sergi Cuadrado**  
Director of the Administrator's Office  
**Josep Maria Oliveras**  
Director of the Rector's Office

### Heads of Area

**Lourdes Anglès**  
Finance  
**Toni Brunet**  
Communication  
**Assumpta Civit**  
Human Resources  
**Conxita Marlés**  
Marketing  
**Francesc Noguera**  
Technology  
**Adoració Pérez**  
Library  
**Genís Roca**  
University Community  
**Lluís Tarín**  
Development of the Educational Model  
**Carles Ramírez**  
Teaching Management Operations  
**Mireia Riera**  
Administrator, The Internet  
Interdisciplinary Institute (IN3)  
**Josep Riera**  
Administrator of Recognised Degrees

### Directors of Operating Groups

**Magí Almirall**  
Development of Intranets  
**Carles Cortada**  
Design, Creation, and Galvanisation of  
Virtual Communities  
**Anna Zúñiga**  
Digital Library

**Israel García**  
Digital Production  
**Esther Gonzalvo**  
Communication with Students  
**Isabel Guinovart**  
Secretary  
**Josep Izquierdo**  
Finance and Fiscal Management  
**Juanjo Martí**  
Computer Applications for Management  
**Antoni Martínez**  
Operational Marketing  
**Pedro Minguenza**  
Technological Infrastructures  
**Jaume Moregó**  
Institutional Relations and Management of  
Activities  
**Rosa Otero**  
Budget Management  
**Àngels Paredes**  
Development of the Professional Team  
**Eva González**  
Teaching Action Management  
**Patricia Riera**  
Documentation Services  
**Lluís Riús**  
Publications and Dissemination Projects  
**Antoni Romero**  
Territorial Services  
**Antoni Roure**  
Telecommunications  
**Imma Sánchez**  
Linguistic Service  
**Núria Soler**  
Management of Bibliographic Material  
**Juan Antonio Taboada**  
Infrastructures and Logistics  
**Maria Taulats**  
Information for Management  
**Imma Corregidor**  
Counselling Function  
**Andreu Bellot**  
International Relations  
**Nati Cabrera**  
Methodology  
**Lluís Pastor**  
Content Management

### Head of the Latin American Division

**Antoni Cahner**

### Directors of the Latin American Division

**Imma Garcia Orriols**  
Attracting New Students  
**Cristina Aparicio Nicolás**  
Marketing  
**Montfragüe Madera Sandín**  
Finance  
**Anabel Marín González**  
Postgraduate Issues  
**Gemma Segura Virella**  
Loyalty  
**Isabel Solà Albareda**  
Academic Issues  
**Lluís Tarín Martínez**  
Continuing Education  
**Marc López Alabert**  
Corporate Development

### Executive Directors of Continuing Training Programmes

**Matías Álvarez González**  
**Diana Amigó i Pelfort**  
**Montserrat Atienza Alarcón**  
**Mildred Guinart Orpinell**  
**Jesús Mendoza Jorge**  
**M. Elena Rodríguez Vall-Ilovera**  
**Daniel Roman Ramentol**

### Heads of Support Centres

**Mònica de Llorens**  
Manresa - Vic - Salt  
**Fanny Galve**  
Reus - Lleida  
**Josep Maria Basté**  
Barcelona - Sant Feliu de Llobregat -  
Vilafranca del Penedès - Sabadell - Terrassa  
**Teresa Nelles**  
Tortosa

### Persons in Charge of Sites outside Catalonia

**Montserrat Casalprim**  
Andorra  
**Jorge Bronet**  
Madrid  
**Laura Alcañiz**  
Valencia  
**Sergio Cancelo**  
Seville

Professional Team	
Co-ordination	23
Directors of Operational Group/Office	30
Support Centre Managers	4
Own Teaching Staff*	132
Technical Staff	258
Administrative Staff	56
<b>Total</b>	<b>503</b>

\* It includes Vice Rectors

Collaborating Teaching Staff of the Recognised Degrees at the Main Campus and the Latin American Campus			
Faculties	Tutors*	Counsellors**	Total
Economics and Business Studies	416	100	516
Psychology and Educational Sciences	186	47	233
Law and Political Science	168	31	199
Humanities and Language and Literature	160	33	193
Computer Science and Multimedia	342	60	402
Information and Communications Sciences	99	20	119
Tourism Programme	57	9	66
East Asian Studies Programme	34	5	39
<b>Total</b>	<b>1,462</b>	<b>305</b>	<b>1,767</b>

\* Tutor: Lecturer in charge of teaching the various subjects.  
\*\* Counsellor: A person of outstanding importance for the student during his or her time at the University, offering guidance throughout the process of enrolment, learning, and presence at the UOC, and providing the student with attention and professional orientation at the end of the course of studies.

## Infrastructures

A new machine room has been inaugurated at the University building in the Parc Mediterrani de la Tecnologia de Castelldefels, which has taken on the role of main production room. The old machine room works as a replica service of the main room and as a service where to test applications coolly.

This new architecture has allowed an improvement in scalability, security and the availability of all computer services.

The UOC has more than 120 servers in production, and 13 subnetworks; it provides more than 50 services, and more than five million monthly messages are managed.

Organisational Spaces			
		Municipalities	m <sup>2</sup>
<b>Buildings</b>	Tibidabo, 39	Barcelona	2,149.94
	Tibidabo, 43	Barcelona	3,079.97
	Tibidabo, 47	Barcelona	1,146.37
	Tibidabo, 47	Barcelona	628.15
	Diputació	Barcelona	1,450.00
	IN3	Castelldefels	4,167.00
<b>Support Centres</b>			
	Bages	Manresa	47.51
	Gironès	Salt	195.00
	Baix Camp	Reus	360.00
	Barcelonès	Barcelona	1,343.84
	Segrià	Lleida	287.00
	Andorra	Sant Julià de Lòria	200.00
	Vallès Occidental	Sabadell	57.60
	Vallès Occidental	Terrassa	343.00
	Baix Llobregat	Sant Feliu de Llobregat	441.00
	Baix Ebre	Tortosa	251.00
	Osona	Vic	90.00
	Alt Penedès	Vilafranca del Penedès	100.00
<b>Total m<sup>2</sup></b>			<b>16,337.38</b>

## Technology

### Educational Intranet

During this academic year an important improvement of the UOC didactic materials took place, consisting in the migration to SCORM standard, in a new design of browsing using usability criteria, and in the migration of didactic materials to XML.

On the other hand, a draft has been completed of a project to migrate the educational Intranet (the Virtual Campus) to free software.

### Applications for Management

The setting up of a new methodology of management has involved a global improvement in this sphere. It allows the publication of the state of projects, as well as the normalisation of all managing documentation. The new applications for the evaluation of previous studies, the digitalisation of exams, and a new version of user care centre have also been launched.

## Access Networks

The main access networks being used by students and lecturers to connect to the UOC servers are the Basic Telephony Network (BTN), the Integrated Services Digital Network (ISDN) and the Asymmetric Digital Subscriber Line or ADSL.

The use of the ADSL during this academic year has kept on increasing to the detriment of conventional technologies. Satellite access to the Virtual Campus was successfully tested, this being an interesting solution for isolated houses in rural environments, although the cost is substantially higher than that of more standard technologies.

The quality of the access to the Virtual Campus and to the portal has been strengthened by the use of content accelerators, an improvement that means up to 50% less of the average time needed to obtain an answer when using BTN. The AKAMAI service was contracted for the portal, allowing the storage and distribution of content on the Internet itself, so that the response time is shortened and the reliability of the system is increased.

The volume sent on the Internet has remained stable during the last academic year, despite the fact that network activity has doubled, as is customary lately. The reason of the stabilisation is the impact of the information compression brought about by content accelerators.

## Strategic Alliances

Ever since the beginning of its activity, the UOC has struck multiple alliances with institutions of a very varied character (universities, enterprise, governmental institutions, and so on), of a local, autonomous, national or international scope.

In this academic year, relations were broadened with certain organisations with which the UOC had previously collaborated – universities, above all – and agreements have been signed to establish new collaboration with various institutions, all of which had the objective of offering better service to the community, achieving the objectives of the Universitat Oberta de Catalunya, and promoting its territorial extension.

The new agreements and accords were signed with the following institutions:

## Universities

Consortium of the Menéndez Pelayo International University  
University of Granada  
University of Las Palmas de Gran Canaria (ULPGC)  
University of Vigo  
Abat Oliba CEU University  
Autonomous University of Barcelona (UAB)  
University of Barcelona (UB)  
University of Girona (UdG)  
University of Lleida (UdL)  
University of Vic (UdVic)  
International University of Catalonia (UIC)  
Jaume I University  
Polytechnic University of Catalonia (UPC)  
Pompeu Fabra University (UPF)  
Ramon Llull University (URL)  
Rovira i Virgili University (URV)

## Generalitat de Catalunya

Centre d'Estudis Jurídics i Formació Especialitzada, Ministry of Justice and Internal Affairs  
Centre for Business Innovation and Development (Centre d'Innovació i Desenvolupament Empresarial, CIDEM)  
Corporació Catalana de Ràdio i Televisió (CCRTV)  
Ministry of Agriculture, Livestock and Fisheries  
Ministry of Social Welfare and Family  
Ministry of the Presidency, Secretariat of Linguistic Policy  
Ministry of Institutional Relations and Participation  
Ministry of Employment  
Ministry of Education  
Ministry of Universities, Research and the Information Society  
Escola d'Administració Pública de Catalunya (EAPC)  
Patronat Català pro Europa  
Servei d'Ocupació de Catalunya, Ministry of Employment  
Turisme Juvenil de Catalunya SA

## Regional Sphere

Town Council of Barcelona  
Town Council of Castelldefels  
Town Council of Sant Adrià de Besòs  
Town Council of Sant Feliu de Llobregat  
Town Council of Vinars  
Regional Council of Montsià  
Provincial Council of Girona

## State Scope

Aeropuertos Españoles y Navegación Aérea (AENA)  
Compañía de Radio y Televisión de Galicia  
Spanish General Council of the Judiciary  
Spanish Ministry of Industry, Tourism and Trade

## Institutions, Foundations, Associations, and Professional Associations

Acció Cultural del País Valencià  
Alianza ONG  
Asociación Hotelera y Extrahotelera de Tenerife, La Palma, La Gomera y El Hierro (ASHOTEL)  
Associació Catalana de Iuslaboralistas (ACI)  
Associació de Directors d'Art i Dissenyadors Gràfics (ADGFAD)  
Associació de Dones per a la Inserció Laboral (SURT)  
Associació del Personal de la Caixa d'Estalvis i Pensions de Barcelona, la Caixa  
Associació Pla estratègic metropolità de Barcelona Casa Àsia  
Centre d'Estudis Internacionals de Biologia i Antropologia (CEIBA)  
Centre d'Experimentació i Seguretat Vial MAPFRE (CESVIMAP)  
Consell General del Notariat (CGN)  
Consell de Col·legis d'Enginyers Tècnics Industrials de Catalunya  
Consell Senior de Premià de Mar  
Consorti Agència per a la Qualitat del Sistema Universitari a Catalunya  
Consorti de Biblioteques Universitàries de Catalunya  
Federació de Treballadors de l'Ensenyament de la Unió General de Treballadors (FETE-UGT)  
Fundació Bosch i Gimpera  
Fundació Engrunes  
Fundació Ernest Lluch  
Fundació IMFE Mas Carandell  
Fundació Orfeo Català, Palau de la Música Catalana  
Fundació Tallers de Catalunya  
Fundación Canaria Universitaria de Las Palmas  
Fundació Carolina  
Fundació Mapfre Estudis  
IES Sa Colòmia  
Institut Català d'Arqueologia Clàssica (ICAC)

Institut Català d'Oncologia (ICO)  
Institut d'Estudis Catalans  
Institut d'Infància i Món Urbà  
Institut Internacional de Governabilitat (IIG)  
Institut Municipal d'Escoles de Barcelona (IMEB)  
Institut Químic Sarrià (IQS)  
Institut de Desenvolupament Regional. Fundació universitària (IDR)  
Institut GESEM d'Informàtica  
Institut Notarial per a les Tecnologies de la Informació (INTI)  
Justícia i Pau  
Limes, Spaces for Action Research  
Omnium Cultural  
Patronat de Turisme Costa Brava, Girona  
Patronat Municipal de Cinema de Sitges  
Patronat Municipal de Teatre de Sitges  
Rotary International  
Servei Civil Internacional de Catalunya  
Serveis d'Intervenció i Cultura SL (SIC)  
UNICEF - Comitè Espanol  
Unió General de Treballadors (UGT Catalunya)

## Other Entities

Abilbo Concept SL  
ALCOA CSI España, SA  
Artyplan  
Asepeyo  
Atos Origin SA  
Banco Español de Crédito (BANESTO)  
Barcelona Activa, SA  
Beroni Informàtica  
Caixa d'Estalvis i Pensions de Barcelona, "la Caixa"  
Cetur SL (CompanyGame)  
Compendium España, SL  
Condis Supermercats  
Criteria Formació, SL  
Data Segmento SL  
Dell Computer SA  
Derivados Forestales, SA  
Doc6, Consultants on Information Resources  
Ediciones Doyma SL  
Ediciones Primera Plana, SA  
Experian Marketing Services SL  
Fundosa Teleservicios, SA  
GL Events CCIB SL  
Hewlett-Packard Española SL (HP)  
Hotel Barceló Punta Umbria  
Ibermática  
Incyta Multilanguage, SL  
Intergraph España SA  
IT Deusto  
MicroArt  
Mutual Cyclops  
Oficina de Cooperación Universitaria, SA (OCU)  
Qualitat en l'autodistribució i serveis SA (QUADIS)  
S21SEC Gestión, SA  
Sabadell Grup Assegurador, AIE  
Sadiel SA  
Seguros Catalana Occidente  
Sun Microsystems Ibérica, SA  
Traditext - Linguistic Centre

## International Institutions

International Council for Open and Distance Education (ICDE)  
National Education Examinations Authority (NEEA)  
Panamerican Health Organisation / World Health Organisation

## Latin America

Colegio Nacional de Educación Profesional Técnica (CONALEP)  
Comisión Federal de Electricidad (CFE, Mexico)  
Escuela Bancaria y Comercial (EBC)  
Escuela Nacional de la Judicatura (ENJ), Dominican Supreme Court of Justice  
Fundación APEC de Crédito Educativo (FUNDAPEC)  
Fundación Universitaria CEIPA (Colombia)  
Instituto Politécnico Nacional (Mexico)  
Pontificia Universidad Católica Madre y Maestra (PUCMM)  
State Secretariat for Higher Education, Science and Technology, Dominican Republic  
APEC University (UNAPEC)  
Autonomous University of Colombia (UAC)  
Autonomous University of Santo Domingo (UASD)  
Catholic University of Santo Domingo (UCSD)  
University of Guadalajara (Mexico)  
University of El Cauca  
Iberoamerican University (UNIBE)  
National Open and Distance University (UNAD)  
National Autonomous University of Mexico (UNAM)  
Pedro Henríquez Ureña National University (UNPHU)  
Veracruzana University

## International Scope

As for the internationalisation process, the academic year 2004-2005 has been a year of consolidation of the projection carried out in these last years. In addition to the efforts made in regard to the positioning of the UOC's European Master's courses, the activity carried out in Mexico and Colombia as priority countries, the seminars of the Unesco Chair of e-learning, and the opportunities identified in the Dominican Republic must be underlined.

### Actions in Central and South America

#### Mexico

During the last quarter of 2005, a delegation of twenty UOC representatives, among teaching and management staff, travelled to the Feria Internacional del Libro (FIL) at Guadalajara. Even though the most numerous representation was registered in the forums on distance education, there was also an important participation of the UOC teaching staff in the spheres of social sciences, research, language learning and the environment.

During the days of the Fair, there were numerous contacts not only with Mexican universities with which there exists some kind of collaboration, but also with other institutions that showed an interest to get to know the UOC and to collaborate with it. The relation started two years ago with the University of Guadalajara, the Veracruzana University, the Escuela Bancaria y Comercial, and the Colegio Nacional de Educación Profesional (CONALEP), and it was furthered through joint research projects, double degrees, assessment on on-line training or virtual mobility, and they are our leading allies in Mexico.

Similarly, during this last academic year, work has been undertaken with the Instituto Politécnico Nacional, the University of Tijuana, the Autonomous University of Nuevo León, and the Autonomous University of Mexico, a work that will bear its fruits throughout the coming year.

To all these activities one must add that the journey of a delegation to the FIL made possible a gathering of more than one hundred and seventy UOC students in Mexico who met in Guadalajara and Mexico City.

Finally, the specific plan of action approved by the UOC Governing Council during the first quarter of 2005 unfolds a strategy of actions to develop the activity programmed for the coming two years in Mexico, allowing, at the same time, to incorporate the international activity of the academic and research objectives of the UOC faculty. Similarly, it has provided a space for internal debate about the University's international relations that has helped to bring closer and relate the activities of international projection that take place individually to those being promoted from an institutional standpoint.

#### Colombia

The celebration of a second seminar of the Unesco Chair of e-learning in October 2004 commissioned by that country's Ministry of Education addressed to Colombian university principals and academic authorities, and the preparation of a new seminar for October 2005 have become the highlights of the UOC's projection in Colombia. The CEIPA University and the National Autonomous University of Bucaramanga continue being the universities with which we work on specific collaboration projects, although the agreement signed with the National Distance University (UNAD) must also be underlined.

The UNAD is currently undergoing a process of transformation and of organisational sphere and introduction of the use of technologies, for which it has asked for the UOC's accompaniment and assessment. In the face of this request, the UOC will teach a seminar to the authorities of this university and will assess the technology team.

The UOC seminar in Colombia made it possible for its directives to meet with one hundred students in Bogotá. The result of this working activity with authorities from Colombian universities throughout last year involved a 100% increase in the number of lecturers from these universities matriculating themselves in postgraduate and doctoral courses compared to the previous year.

#### Dominican Republic

In July 2005 a seminar also commissioned by the Ministry of Education of the country took place in the Dominican Republic, with a similar format to the one carried out in Colombia.

An agenda kept in parallel to the seminar made it possible to further contacts with the Ministry of Education and to start new ones with various universities, apart from lending continuity to the relations already established with this country's Escuela Nacional de Judicatura. All these meetings ended with the signing of agreements, to which reference is made in the Alliances section.

#### Unesco Chair<sup>w1</sup>

The second edition of the international seminar of the Unesco Chair of e-learning in Barcelona must be remarked upon, as once again it showed the importance of activities organised by the Chair as a tool of international projection.

#### Various Activities

The growing demand for participation of UOC representatives in congresses and seminars world-wide, the welcoming of individual visitors and delegations, and the active participation in international associations are a proof of the progress in the world recognition and positioning of the University.

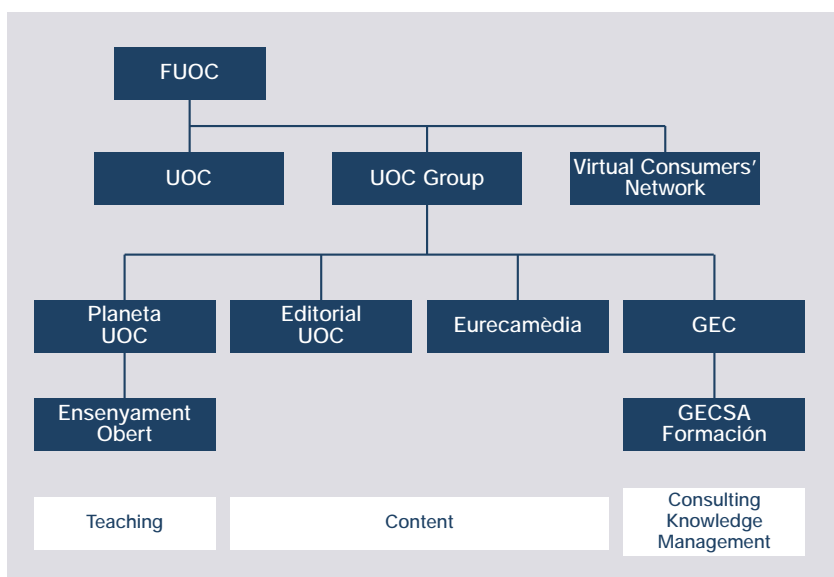
In this sense, one could single out the new impulse given to the office of the International Council for Open and Distance Education (ICDE) in Barcelona, whose main lines are the projection in Europe and the work on quality in flexible higher education modalities. One must remark on the presence of the UOC in the projects promoted by the EADTU on quality and the opening up of university courses to the general public, along the lines of the *@teneu* project.



Operating Bases in Mexico, Brussels and Beijing

w1 <http://www.uoc.edu/catedra/unesco>

**Business Initiatives:  
The UOC Group**



**Editorial UOC, SL<sup>w1</sup>**



Aragó, 182, 1st floor  
08011 Barcelona  
Tel. 93 452 74 20  
Fax 93 451 30 16

Director: Lluís Pastor  
Foundation Date: 24 October 2001  
Capital at 31st Dec. 2004: 1,228,170 euros  
Participation: 100% UOC Group

Editorial UOC, the press of the Universitat Oberta de Catalunya, places at the disposal of the university community and of society as a whole a wide range of publications in various supports and formats, which comprise elements ranging from the University Handbook to collections of essays, and with a particular dedication to the main lines of research at the University.

The press completes its activity by undertaking to disseminate and make available to all citizens the materials that the UOC elaborates in accordance with a specific methodology to facilitate distance learning.

**Eurecamèdia, SL<sup>w2</sup>**



Aragó, 182, 1st floor  
08011 Barcelona  
Tel. 93 452 74 90  
Fax 93 451 10 54

Director-General: Josep Salvatella  
Foundation Date: 29 October 1999  
Capital at 31st Dec. 2004: 60,104 euros  
Participation: 92.5% Grup UOC SL

Eurecamèdia continued throughout the financial year 2004-2005 to be a point of reference for the publication of the didactic material of the UOC and of its initiatives.

During this period 2004-2005 Eureca began its transformation process into an organised – and consequently flexible and dynamic – network company, geared to the improvement of the efficiency of its processes, the quality of its services and its economic performance.

During this period it also consolidated itself as the UOC's content factory, not only regarding the production of training content, retrieving the management of the postgraduate degree and the production of Gestión del Conocimiento, SA, but concerning other production needs too, opening up a new way called *content for communication* and providing service to the UOC portal.

w1 <http://www.editorialuoc.com>  
w2 <http://www.eurecamedia.com>

## Ensenyament Obert, SL<sup>w1</sup>



Rambla de Catalunya, 38, 3rd floor  
08007 Barcelona  
Tel. 93 496 92 00  
Fax 93 487 52 42

Administrator: Eugeni Sender  
Foundation Date: July 1998  
Capital at 31st Dec. 2004: 480,800 euros  
Participation: 50% Planeta UOC

Ensenyament Obert is an initiative created by Enciclopèdia Catalana and Universitat Oberta de Catalunya. Ever since its foundation, Ensenyament Obert specialised itself in the development of study courses to access the UOC and it has obtained the leadership in the training offer for study courses to access University.

Ensenyament Obert's second line of training programmes consists of the higher training courses for professionals, which started being offered at the end

of 2002 and have developed in a very relevant way during the last three academic years, especially during the period 2004-2005.

Ensenyament Obert moved its headquarters to Rambla de Catalunya and, coinciding with this change, it inaugurated a new portal ([www.obert.com](http://www.obert.com)), making access to the content of its training offer much clearer, apart from including news and activities about the company and the group.

## Gestión del Conocimiento, SA (GEC)<sup>w2</sup>



Pellaires, 30-38  
08019 Barcelona  
Tel. 93 394 12 00  
Fax 93 394 12 01

CEO: Carles Esquerré  
Administrator: M. Dolors Blanch  
Foundation Date: 31st January 1997  
Capital at 31st Dec. 2004: 180,300 euros  
Participation: 74% UOC Group

GEC is a company that develops innovating solutions in e-learning, communities and collaboration work, and it accumulates experiences in numerous projects of great scope in various sectors.

The aim of GEC is to contribute to make organisations more competitive, helping its clients to attain their strategic objectives through the implementation of specific or integral solutions. The main differentiating value of GEC is to be found in its integral and multidisciplinary development of projects that combines the three essential aspects that contribute

to the creation of a successful experience in learning management: technology, content and services, and participation management.

In the period 2004-2005, learning projects have been consolidated in the various sectors where GEC develops its activity (financial, pharmaceutical, insurance, public sector, and so on) and new initiatives were developed in other sectors (consumer goods, tourism, communications media, and so on).

## Planeta UOC, SL

Av. Canal Olímpic, s/n.  
Parc Mediterrani de la Tecnologia  
08860 Castelldefels  
Tel. 93 681 19 00  
Fax 93 681 19 10

Director-General: Antoni Cahner  
Foundation Date: July 2000  
Capital at 31st Dec. 2004: 1,469,144.00 euros  
Participation: 50% UOC Group

A key landmark in this academic year 2004-2005 was the agreement reached by Grupo Planeta by which the UOC, as from 2005-2006, will undertake on its own the management and promotion of the Latin American Campus.

After five initial years of strong growth and consolidation that set the Latin American Campus sailing at cruising speed, the UOC assessed the elements of future that point to substantial changes taking place in the university panorama.

The advent soon of the European Higher Education Area (EHEA) will substantially alter the framework and the conception of current and future graduate and postgraduate studies. More flexibility will therefore be required, to allow the integrated management of spheres of action at public or private costs, to be developed in parallel.

Up to this agreement, the UOC had, within the company Planeta UOC SL, the

activity of recognised degrees in Spanish at private cost, and postgraduate courses, also at private cost.

The agreement with Grupo Planeta to abandon the partnership and the subsequent integration of the whole UOC activity is the best solution to face and to make possible, with guarantees of success, the new challenges of the EHEA and to continue making progress in the Spanish-speaking world.

This view led the Board of Trustees of the FUOC and Grupo Planeta to reach the conclusion that the UOC should continue on its own – from the "business" point of view only – with the Latin American Campus as from the next academic year. The operation whereby Grupo Planeta was leaving the partnership was formally completed at the end of this academic year 2004-2005, so that now the FUOC already controls 100% of the Latin American Division of the UOC.

w1 <http://www.obert.com>  
w2 <http://www.gec.es>

Xarxa Virtual de Consum, SCCL<sup>w1</sup>  
(Virtual Consumers' Network)

**La Virtual**



xarxa virtual de consum

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Diputació, 219  
08011 Barcelona  
Tel. 902 432 4273

Foundation Date: 25 November 1996  
lavirtual@lavirtual.com  
Fax 93 453 94 84

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*La Virtual* (Virtual Consumers' Network) is a consumers' co-operative that appeared within the ambit of the Foundation for the Universitat Oberta de Catalunya and operates within the framework of the service-providing policy of the UOC, with a current membership of 30,555. Its aim is to offer solutions to the consumer needs of the community of people who are or who have been associated with the UOC (students, lecturers and management staff).

Its juridical status as a consumers' co-operative has the following objectives:

- To show the initiative's will to serve, without any direct interest in the economic benefit, reverting the business benefits to the customers, basically making prices cheaper.
- To favour the corporate identification of students and of the rest of the community members, as the co-operative formula offers a greater implication potential with the institutional project, a factor of special relevance in a distance relation system.

w1 <http://www.lavirtual.com>