Recently, I have had the opportunity to present the UOC’s educational and governance model at international university forums in such diverse corners of the world as Washington, Paris, Singapore, Qatar and Kenya to widely differing audiences from the academic, scientific, business and government sectors. On each occasion, I felt great pride on hearing how speakers – both those who already knew about us and those who only just had – saw the UOC as a point of reference for their online universities. It very gratifying, though also a great responsibility, to see how wherever we go we are put forward as an example for other universities to follow if they want develop and grow on the web, connect with the new knowledge society, adapt to students from the digital generation and focus on lifelong learning which is increasingly vital as we suffer and face up to this crisis.

As Professor Castells says in the institutional video that you can find a link to at the end of this Annual Report, “as far as we know, the UOC is the leading online university” and now, beyond our pioneering mission, we have to accept responsibility for giving the knowledge and experience accumulated over all these years back to society.

For this reason, over the last academic year we have made every effort to ensure that the UOC is even more open and accessible, flexible and adaptable to society’s needs, and mobile, multilingual and multi-format in order to be able to respond to the lifestyles of our students.

This commitment means we have to reinvent ourselves constantly and steer our organisation so as to bravely navigate the crisis. Above all, we have to be able to take on board the changes in the culture and habits of education and lifelong learning that the crisis brings with it. We need to be chameleonic, able to work as a network, collaboratively and transversally, with flexibility and efficiency, with greater implication in the impact of our projects to benefit society and with a high degree of creativity. Other universities look to us for our educational model and we are in their sights (which is not exactly the same thing) for our ability to adapt to the new times without endangering the UOC’s sustainability. Once again, I would stress that this makes me very proud, but it also represents a great responsibility. As the proverb says, if you want to go fast, go alone, and if you want to go far, go together. We want to go far, in collaboration with and at the service of our society.
The Year at a Glance

September - October 2010

Inaugural Class
Francesc Pedró gives the inaugural lecture ‘Between conservatism and messianism: Is technology really changing student expectations in higher education?’

Regional Presence
The UOC inaugurates a new information and student service centre in Falset (Priorat).

Education
» The UOC launches the first MBA in Property Sciences in Spain.
» Localet and the UOC offer training to local council workers in Catalonia.

Innovation
» The UOC and Orange develop the first learning app for the iPad in Spain.
» The ReadSpeaker app is integrated into the UOC website, allowing users to download and listen to content from the site in MP3 format.

November - December 2010

Open Access
The Governing Council approves the open-access policy, thereby offering the scientific community free and open access to all of the university’s scientific and teaching output.

Innovation
» The UOC launches APTIC, the first social network for caretakers of children with chronic illnesses in Spain.
» The UOC helps map mass graves from the Spanish Civil War.

Graduation Ceremony
Nearly 6,000 students graduate from the UOC.

Eduard Punset, guest of honour at the graduation ceremony for the class of 2009-2010
CAMPUS OF EXCELLENCE
The UPF-Icària International Campus project, coordinated by Pompeu Fabra University (UPF), is recognised as an International Campus of Excellence. The UOC participates in the project as a partner university.

THE PRESIDENT ONLINE
The president’s website is redesigned. The site reports on Imma Tubella’s in-person and online activities in her role as president of the UOC.

http://rectora.uoc.edu

http://lletra.uoc.edu/viquilletra/

Readspeaker

TRANSFER
» The UOC’s UNESCO Chair in e-Learning holds its 7th International Seminar. This year’s topic is ‘Mobile Technologies for Learning and Development’.
» 4th International Conference on Conflictology and Peace.
» The UOC Telemedicine Conference is held at Hospital Moisés Broggi. The conference focuses on business models, future plans, challenges in remote assistance and telemedicine in medical emergencies.

AWARDS
Manuel Castells is awarded the Erasmus Medal by Academia Europaea.

Larry Cuban

TRANSFER
» Larry Cuban explains the US experience in the use of ICTs in the classroom as part of the ‘Debates on Education’ series.
» The UOC coorganises MINIPUT 2010, the only quality television fair in Spain.

http://lletra.uoc.edu/viquilletra/

Manuel Castells

LLETRA
The UOC launches Viquilletra (Wikiletters) to promote reading in secondary-school classrooms.
INNOVATION
» A new website is launched to showcase the proposals submitted for the APLICA call for innovation project proposals.

HONORARY DOCTORATE
Brenda Gourley, former Vice Chancellor and CEO of the Open University in the UK, is awarded an honorary doctorate by the UOC.

ACADEMIC LIFE
Fifteenth anniversary of the launching of the Educational Psychology programme.

EDUCATION
» The Mollet, Tremp and Seu d’Urgell hospitals become new centres for UOC student internships and training.
» The UOC will join forces with Consorci de Formació i Iniciatives Cercs-Berguedà to promote education in Berguedà County.

INTERNATIONALISATION
» Launching of a website for Latin America.

INTERNATIONALISATION
» Launching of a website for Latin America.

RESEARCH
» The UOC publishes its knowledge map.
» UOC students can use health-mapping technology to research epidemic surveillance.

MOBILITY
The UOC’s e-journals begin to publish articles in ePub format, which is optimal for mobile devices and e-readers.

COOPERATION
The Campus for Peace joins the Doctors Without Borders campaign ‘Pills against other people’s pain’.

THE SOCIAL UOC
In honour of St. George’s Day, Lletra holds a micro-story and book recommendation contest on Twitter. The hashtag #jollegeixo (#iread) and the account @lletra are trending topics for Barcelona.

REGIONAL PRESENCE
The UOC inaugurates its office in Tarragona.

JANUARY
APRIL
2011

www.innovauoc.org

The Innovation Showcase

HONORARY DOCTORATE
Brenda Gourley, doctor honoris causa

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Latin American website

www.uoc.edu/hc

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Latin American website
The UOC launches SpeakApps, a set of Web 2.0 tools for language learning.

**IN MEMORIAM**
Hormage to Dr William J. Mitchell, professor at the Massachusetts Institute of Technology (MIT) and recipient of an honorary doctorate from the UOC in the academic year 2005-2006.

**OPEN ACCESS**
The UOC’s open-access policy is ranked tenth best in the world and best in Spain by Melibea.

**ACCESSIBILITY**
All teaching materials currently adapted for the visually impaired are transferred to the ONCE collection.

**ACCESSIBILITY**
All teaching materials currently adapted for the visually impaired are transferred to the ONCE collection.

**ACADEMIC LIFE**
Graduation ceremony with the students from Mexico.

**French-language website**
the university reaches out to the French-speaking world with a new website in French.

**TRANSFER**
The 1st Open Cinema Week is held.
Isaac Mao talks about sharism at the 5th Meeting of UOC Associate Institutions and Companies and the 4th Tech Talk.

**Graduation ceremony in Mexico**

**www.uoc.edu/monumentvirtual/**
The digital city, a virtual and posthumous memorial to Dr Mitchell.

**Isaac Mao, father of sharism**
MAY JULY 2011

INTERNATIONALISATION
» A cooperation agreement is signed with Universidad Andina Simón Bolívar (UASB) in Bolivia to promote research and technological innovation activities in telemedicine.
» The UOC joins the Agence Universitaire de la Francophonie (AUF) and signs agreements with the University of New England in Australia and the Open University of Israel.

TRANSFER
» The UOC and the CatDem Foundation hold the seminar ‘Small nations in the context of the economic crisis. Looking for a way out’ with the participation of the Catalan president, Artur Mas.

ACCOLADES
Manuel Castells is inducted as a fellow into the American Academy of Political and Social Science.

MOBILITY
A version of the UOC Virtual Library’s catalogue is launched for mobile devices.

ALUMNI
The regatta sailor Anna Corbella and the rally-racing motorcycle rider Marc Coma are the guests of honour at the Annual Alumni Meeting in Barcelona. In Madrid, Ana María Llopis and Jesús Vega analyse companies’ new needs.

ARTUR MAS
Artur Mas at the seminar held by the UOC and the CatDem Foundation

Accés Obert
el Consell de Govern aprova la política d’accés obert i amb això posa a disposició de la comunitat científica tota la seva producció científica i docent d’una manera lliure i gratuïta

AlumNí
Anna Corbella and Marc Coma at the Alumni Meeting in Barcelona

www.analisi.cat

« The UAB and the UOC jointly publish the communication journal Anàlisi.

http://m.cataleg.uoc.edu

The Virtual Library’s catalogue for mobile devices
THE SOCIAL UOC
The UOC launches a new channel for student services with the Twitter accounts @UOCestudiant and @UOCestudiantele.

EDUCATION
» Undergraduate students at the UOC will be able to obtain a 180-ECTS-credit bachelor’s degree under a cooperation agreement with the University of Andorra.
» The Campus for Peace launches the Virtual School for Cooperation.
» The OECD ratifies the UOC’s commitment to innovation and quality culture.
» More than 1,200 people take part in the 2nd UOC Faculty Conference.

RESEARCH
» The UOC’s Information and Communication Sciences Department launches the e-journal COMeIN.

INNOVATION
To celebrate Internet Day and World Information Society Day, two virtual classrooms are opened off campus, so that anyone who wishes to can see first-hand what it is like to study at the UOC.

RESEARCH
The UOC participates in the International Music Observatory, an initiative of Primavera Sound.

REGIONAL PRESENCE
The UOC’s Terrassa office moves to its new location in the Vapor Unversitari de Terrassa complex.

http://comein.uoc.edu COMeIN, the UOC’s new e-journal
### THE UOC IN FIGURES

#### 1. Breakdown of Students by Type of Programme

<table>
<thead>
<tr>
<th>Official Degree Programmes</th>
<th>UOC-Specific Degree Programmes</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRAU</td>
<td>POSTGRADUATE</td>
</tr>
<tr>
<td>EHEA degree</td>
<td>Master’s degree</td>
</tr>
<tr>
<td>18,062</td>
<td>781</td>
</tr>
<tr>
<td>Non-EHEA degree</td>
<td>Postgraduate degree</td>
</tr>
<tr>
<td>15,345</td>
<td>1,271</td>
</tr>
<tr>
<td>Diploma or foundation degree</td>
<td>Specialisation course</td>
</tr>
<tr>
<td>10,785</td>
<td>1,288</td>
</tr>
<tr>
<td>POSTGRADUATE</td>
<td>University @thenaeum</td>
</tr>
<tr>
<td>University master’s degree</td>
<td>3,044</td>
</tr>
<tr>
<td>2,906</td>
<td>POSTGRADUATE</td>
</tr>
<tr>
<td>PhD</td>
<td>Specialisation course</td>
</tr>
<tr>
<td>56</td>
<td>1,691</td>
</tr>
<tr>
<td>TOTAL: 60,876</td>
<td>Specialisation course</td>
</tr>
</tbody>
</table>

#### 2. Breakdown of Students by Age

- **EHEA degrees, diplomas and non-EHEA degrees**
  - 18 to 21 years old: 1,447
  - 22 to 25 years old: 8,561
  - 26 to 29 years old: 8,040
  - 30 to 34 years old: 10,531
  - 35 to 39 years old: 8,354
  - 40 and older: 10,068

- **University master’s degrees, PhDs and postgraduate degrees**
  - 1,647
  - 10,646

#### 3. Breakdown of Students by Sex

<table>
<thead>
<tr>
<th>Diplomas and non-EHEA degrees</th>
<th>EHEA degrees</th>
<th>University master’s degrees</th>
<th>PhDs</th>
<th>Postgraduate degrees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>13,287</td>
<td>9,710</td>
<td>1,414</td>
<td>1,754</td>
</tr>
<tr>
<td>Male</td>
<td>12,843</td>
<td>8,352</td>
<td>1,492</td>
<td>1,586</td>
</tr>
</tbody>
</table>
4. Evolution of the Number of Students Enrolled

Undergraduate: Diplomas, Non-EHEA Degrees and EHEA Degrees

Postgraduate: Master’s Degrees, Postgraduate Degrees and PhDs

Other: University @theneaum, summer and winter courses, school of languages, seminars, customised training

Student enrolment at the UOC climbed nearly 7% compared to the previous academic year.

Some 48% of UOC students are women.
## ECONOMICS AND BUSINESS STUDIES

<table>
<thead>
<tr>
<th>Programme</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma in Business Studies</td>
<td>5,605</td>
</tr>
<tr>
<td>Diploma in Tourism</td>
<td>835</td>
</tr>
<tr>
<td>2nd-Cycle Degree in Business Administration and Management</td>
<td>1,656</td>
</tr>
<tr>
<td>2nd-Cycle Degree in Labour Sciences</td>
<td>1,266</td>
</tr>
<tr>
<td>2nd-Cycle Degree in Market Research and Techniques</td>
<td>887</td>
</tr>
<tr>
<td>EHEA Degree in Tourism</td>
<td>320</td>
</tr>
<tr>
<td>EHEA Degree in Business Administration and Management</td>
<td>2,870</td>
</tr>
<tr>
<td>EHEA Degree in Marketing and Market Research</td>
<td>559</td>
</tr>
<tr>
<td>EHEA Degree in Labour Relations and Employment</td>
<td>441</td>
</tr>
<tr>
<td>University Master's Degree in Health and Safety</td>
<td>669</td>
</tr>
</tbody>
</table>

## INFORMATION AND COMMUNICATION SCIENCES

<table>
<thead>
<tr>
<th>Programme</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>2nd-Cycle Degree in Audiovisual Communication</td>
<td>588</td>
</tr>
<tr>
<td>2nd-Cycle Degree in Information and Communication Sciences</td>
<td>537</td>
</tr>
<tr>
<td>2nd-Cycle Degree in Advertising and Public Relations</td>
<td>924</td>
</tr>
<tr>
<td>EHEA Degree in Communication</td>
<td>994</td>
</tr>
<tr>
<td>EHEA Degree in Information and Communication Sciences</td>
<td>298</td>
</tr>
<tr>
<td>University Master's Degree in the Information and Knowledge Society</td>
<td>426</td>
</tr>
</tbody>
</table>

## LAW AND POLITICAL SCIENCE

<table>
<thead>
<tr>
<th>Programme</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>2nd-Cycle Degree in Audiovisual Communication</td>
<td>2,464</td>
</tr>
<tr>
<td>2nd-Cycle Degree in Information and Communication Sciences</td>
<td>398</td>
</tr>
<tr>
<td>2nd-Cycle Degree in Advertising and Public Relations</td>
<td>2,453</td>
</tr>
<tr>
<td>EHEA Degree in Communication</td>
<td>490</td>
</tr>
<tr>
<td>EHEA Degree in Information and Communication Sciences</td>
<td>67</td>
</tr>
</tbody>
</table>

## ARTS AND HUMANITIES

<table>
<thead>
<tr>
<th>Programme</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>2nd-Cycle Degree in Catalan Language and Literature</td>
<td>357</td>
</tr>
<tr>
<td>2nd-Cycle Degree in Humanities</td>
<td>1,108</td>
</tr>
<tr>
<td>2nd-Cycle Degree in East Asian Studies</td>
<td>618</td>
</tr>
<tr>
<td>EHEA Degree in Humanities</td>
<td>1,280</td>
</tr>
<tr>
<td>EHEA Degree in Catalan Language and Literature</td>
<td>297</td>
</tr>
<tr>
<td>University Master's Degree in Cultural Management</td>
<td>385</td>
</tr>
</tbody>
</table>

## PSYCHOLOGY AND EDUCATION SCIENCES

<table>
<thead>
<tr>
<th>Programme</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>2nd-Cycle Degree in Psychology</td>
<td>1,799</td>
</tr>
<tr>
<td>2nd-Cycle Degree in Educational Psychology</td>
<td>1,973</td>
</tr>
<tr>
<td>EHEA Degree in Psychology</td>
<td>4,165</td>
</tr>
<tr>
<td>EHEA Degree in Social Education</td>
<td>1,280</td>
</tr>
<tr>
<td>University Master's Degree in e-Learning</td>
<td>745</td>
</tr>
</tbody>
</table>

## IT AND TELECOMMUNICATIONS

<table>
<thead>
<tr>
<th>Programme</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation Degree in Management IT</td>
<td>1,630</td>
</tr>
<tr>
<td>Foundation Degree in Systems IT</td>
<td>2,001</td>
</tr>
<tr>
<td>Foundation Degree in Telecommunications: Specialisation in Telematics</td>
<td>714</td>
</tr>
<tr>
<td>2nd-Cycle Degree in Computer Engineering</td>
<td>770</td>
</tr>
<tr>
<td>EHEA Degree in Computer Engineering</td>
<td>1,050</td>
</tr>
<tr>
<td>EHEA Degree in Telecommunications Technology</td>
<td>301</td>
</tr>
<tr>
<td>EHEA Degree in Multimedia Studies</td>
<td>1,264</td>
</tr>
<tr>
<td>University Master's Degree in Free Software</td>
<td>454</td>
</tr>
</tbody>
</table>

## HEALTH SCIENCES

<table>
<thead>
<tr>
<th>Programme</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Master's Degree in Telemedicine</td>
<td>54</td>
</tr>
<tr>
<td>University Master's Degree in Nutrition and Health</td>
<td>106</td>
</tr>
<tr>
<td>Food Systems, Culture and Society</td>
<td>38</td>
</tr>
<tr>
<td>Global Executive Education</td>
<td>233</td>
</tr>
</tbody>
</table>
Some 70% of faculty members hold PhDs and nearly 60% have been accredited by the university system.

### Teaching and Management Staff

<table>
<thead>
<tr>
<th>Type</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty members</td>
<td>137</td>
<td>112</td>
</tr>
<tr>
<td>Collaborating teachers</td>
<td>1,797</td>
<td>1,358</td>
</tr>
<tr>
<td>Management staff</td>
<td>149</td>
<td>341</td>
</tr>
</tbody>
</table>

Of the UOC’s 249 faculty members, 71% hold PhDs and 58% have been accredited by the university system.

### Graduates

#### 1. Breakdown of Graduates by Type of Programme

- **PhD**: 7
- **University Master’s Degree**: 310
- **Diploma**: 1,362
- **Master’s or Postgraduate Degree**: 1,920
- **Non-EHEA Degree**: 2,327

**Total**: 5,926

#### 2. Evolution of the Number of Graduates of Diploma, Degree, University Master’s Degree and PhD Programmes

- **UOC-specific qualifications**: master’s degrees, postgraduate degrees
- **Official qualifications**: degrees, master’s degrees, PhDs

### Close to 6,000 People Graduated from the UOC in the Academic Year 2009-2010.
1. STUDENT SUPPORT

EDUCATION

Counsellors for programmes in Catalan 463
Counsellors for programmes in Spanish 192
Subjects taught in Catalan 1,584
Virtual classrooms in Catalan 1,642
Subjects taught in Spanish 1,666
Virtual classrooms in Spanish 1,743
Subjects taught in English 123
Subjects taught in French 14

Exam sites 24
Regional offices 17
Support centres 51
Queries handled by support centres 92,851
Information requests handled 29,775
Information sessions 87
Welcome and orientation sessions for new students 30
Use of services available at regional offices 16,204

Committees (campus, departments and regional offices) 20, made up of 140 representatives

THE VIRTUAL LIBRARY

The collection
Number of titles in catalogue 42,103
Number of e-book titles 13,057
Number of physical book titles 27,120
Number of volumes 69,011
Number of journals accessible online 19,991
Number of electronic resources 28,871

Use of the library and user service

Book loans 39,489
Catalogue queries 2,266,657
Queries submitted to the Library 4,339
Visits to the Library website 1,294,315
Downloads of full-text articles 322,259
Number of e-readers 265
E-reader loans 390
Teaching materials 147
Hours of training 264
Attendees at training 900

The Library in the classroom

Number of electronic resources available in classrooms (Virtual Library) 21,854

Annual figures

THE UOC LIBRARY LAUNCHED AN E-BOOK LOAN SERVICE WITH 265 DEVICES.

2. STUDENT SERVICES

QUERIES

Queries (questions, suggestions, complaints) 172,412

TWITTER SERVICE CHANNEL

Queries 915
Official communications (tweets) 49
Followers 2,252

The service was launched in March 2011

THE STUDENT SERVICE TWITTER ACCOUNT RECEIVED 915 QUERIES AND HAS 2,250 FOLLOWERS.
3. VIRTUAL Campus

Usage Statistics

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Users</td>
<td>2,954,716</td>
<td>3,203,587</td>
<td>3,633,615</td>
<td>3,818,903</td>
</tr>
<tr>
<td>Visits</td>
<td>23,397,110</td>
<td>24,967,385</td>
<td>26,140,255</td>
<td>27,126,313</td>
</tr>
<tr>
<td>Page views</td>
<td>62,219,629</td>
<td>67,912,035</td>
<td>71,958,535</td>
<td>75,808,903</td>
</tr>
<tr>
<td>Time spent</td>
<td>4 minutes 45 seconds</td>
<td>5 minutes 15 seconds</td>
<td>5 minutes 30 seconds</td>
<td>6 minutes</td>
</tr>
</tbody>
</table>

Annul total

Communication Channels and Student Participation

<table>
<thead>
<tr>
<th></th>
<th>2008-2009</th>
<th>2009-2010</th>
<th>2010-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of news items published</td>
<td>938</td>
<td>1,000</td>
<td>1,100</td>
</tr>
<tr>
<td>News area users</td>
<td>127,716</td>
<td>137,895</td>
<td>147,685</td>
</tr>
<tr>
<td>Personalised messages</td>
<td>268</td>
<td>300</td>
<td>350</td>
</tr>
<tr>
<td>Issues of Academic Information Newsletter</td>
<td>17</td>
<td>20</td>
<td>25</td>
</tr>
<tr>
<td>Average number of subscribers</td>
<td>16,238</td>
<td>17,814</td>
<td>19,500</td>
</tr>
<tr>
<td>Number of active forums (discussion forums managed by members of the community)</td>
<td>365</td>
<td>400</td>
<td>450</td>
</tr>
<tr>
<td>Average number of threads posted in forums monthly</td>
<td>3,878</td>
<td>4,238</td>
<td>4,638</td>
</tr>
<tr>
<td>Number of users of the SMS-Mobile Marks service</td>
<td>22,290</td>
<td>23,000</td>
<td>24,000</td>
</tr>
</tbody>
</table>

The website set a new record, registering more than 800,000 users in March 2011.

www

4. The UOC's Website

4.1. Evolution of the main indicators of the website’s ranking

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visits</td>
<td>3,203,587</td>
<td>3,633,615</td>
<td>3,818,903</td>
<td>3,818,903</td>
</tr>
<tr>
<td>Users</td>
<td>617,999</td>
<td>719,585</td>
<td>812,631</td>
<td>812,631</td>
</tr>
<tr>
<td>Page views</td>
<td>5,872,118</td>
<td>6,967,285</td>
<td>7,214,403</td>
<td>7,214,403</td>
</tr>
<tr>
<td>Time spent</td>
<td>2 minutes 9 seconds</td>
<td>2 minutes 32 seconds</td>
<td>2 minutes 45 seconds</td>
<td>2 minutes 45 seconds</td>
</tr>
<tr>
<td>PageRank</td>
<td>7</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

Comparison from highest-traffic month (March)

4.2. Rankings of the university’s websites

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>pagerank</td>
<td>638</td>
<td>558</td>
<td>724</td>
</tr>
</tbody>
</table>

As of 31 July 2011

Webometrics is an international ranking drawn up by the Spanish National Research Council (CSIC) of the websites of 20,000 universities. The ranking is based on four indicators: the size of the website (the number of pages that it hosts), visibility (the number of external links to a university’s website), the number of rich files and Google Scholar.
1. Open access to Knowledge

The UOC website received four times more visits from mobile devices in the academic year 2010-2011 than in the previous year.

2. Comparison from highest-traffic month (March)

3. Comparison from highest-traffic month (June)

4. Evolution of the number of visits from mobile devices

5. Open access to Knowledge

YOUTUBE

2008 2009 2010 2011

Number of videos

449 913 1,370

Subscribers to the UOC’s YouTube channel

286,597 563,013 880,048

Total number of plays

As of 31 July 2011

JOURNALS, INSTITUTIONAL PUBLICATIONS AND KNOWLEDGE SITES

2008 2009 2010 2011

Number of journals and websites

9 13 15

Subscribers

As of 31 July 2011


OPENCOURSEWARE

2008 2009 2010 2011

Visits

428 11,921 7,560

Users

383 8,467 5,553

Time spent

39 SECONDS 2 MINUTES, 41 SECONDS 3 MINUTES, 42 SECONDS

The O2 repository was launched in February 2010. Cumulative figures.
6. THE SOCIAL UOC

UOC FACEBOOK PAGE

As of 31 July 2011

- Number of pages opened on Facebook: 51, 275, 254
- Number of interactions: 4, 5, 7

THE UOC’S TWITTER ACCOUNT

As of 31 July 2011

- Number of active UOC Twitter accounts: 22
- Followers of @UOCuniversitat, @UOCuniversidad and @UOCuniversity: 12,105
- Tweets sent: 742

- Tweets in Catalan: 313
- Retweets: 333
- Mentions: 398

- Tweets in Spanish: 336
- Retweets: 298
- Mentions: 609

- Tweets in English: 93
- Retweets: 34
- Mentions: 76

LINKEDIN ALUMNI

As of 31 July 2011

- Members: 863, 1,893
The UOC in the World

**Agreements**

- **Mexico**
  - Instituto Tecnológico de Teléfonos de México, S.C. (INTELMEX)
  - Teléfonos de México, S.A.B. (TELMEX)
  - Ibero-American University Puebla
  - Orfeó Català de Mèxic AC

- **Bolivia**
  - Simón Bolívar Andean University (UASB)
  - Fe y Alegría, Movimiento de Educación Popular Integral y de Promoción Social

- **Chile**
  - Santo Tomás University (UST)

- **Argentina**
  - National University of the Northwest of Buenos Aires Province (UNNOBA)
  - Consejo Profesional de Arquitectura y Urbanismo (CPAU)

**Networks**

- **European**
  - CEDU (Conferencia Estatal de Defensores Universitarios)
  - EADTU (European Association of Distance Teaching University)
  - EDEN (European Distance and E-Learning Network)
  - EFQUEL (European Foundation for Quality in e-Learning)
  - EMUNI (Euro-Mediterranean University)
  - ENOHE (European Network for Ombudsmen in Higher Education)
  - EOMED (Espace Numérique Ouvert pour la Méditerranée)
  - EPUF (Euromed Permanent University Forum)
  - EUA (European University Association)
  - EUCLID (The European Association for University Life Long Learning)
  - EUVIS (European University Information Systems)

**Breakdown of Students by Continent**

- **More than 36,000**
  - Catalonia

- **More than 12,500**
  - Rest of Spain
THE UOC SIGNED 21 NEW AGREEMENTS AND KEPT MORE THAN 130 IN FORCE WITH COMPANIES AND INSTITUTIONS AROUND THE WORLD.

Andorra
- University of Andorra

Spain
- Fundación Cultural y de Estudios Sociales (CYES)

Israel
- Open University of Israel (OUI)

Senegal
- Olympafrique International Foundation

Algeria
- Wataniya Telecom Algérie Spa

Australia
- University of New England (UNE)

GLOBAL

AUIP (Asociación Universitaria Iberoamericana de Posgrado)
CASE (Council for Advancement and Support of Education)
CINDA (Centro Interuniversitario de Desarrollo)
CREAD (Consortio Interamericano de Educación a Distancia)
EDUCAUSE
ELI (Educause Learning Initiative)
GUNI (Global University Network for Innovation)
IAU (International Association of Universities)
ICDE (International Council for Open and Distance Education)
IMS (Global Learning Consortium)
NAFSA (Association of International Educators)
NMC (New Media Consortium)
OCW (OpenCourseWare Consortium)
RECLAI (Red de Educación Continua de América Latina y Europa)
REDDU (Red de Defensores, Procuradores y Titulares de Organismos de Defensa de los Derechos Universitarios)
Taloores Network

MORE THAN 850
REST OF EUROPE

MORE THAN 70
ASIA

MORE THAN 40
AFRICA

MORE THAN 550
CENTRAL AND SOUTH AMERICA

MORE THAN 50
NORTH AMERICA

MORE THAN 5
OCEANIA
The University’s research, innovation and transfer activity is organised into more than thirty research groups, which are linked to departments and knowledge areas and to the University’s two research centres: the eLearn Center and the Internet Interdisciplinary Institute.

Following the creation of the necessary mechanisms to implement the master plan, work continued to promote quality research and innovation activities. The three committees attached to the Vice President’s Office of Innovation and Research seek to foster the university’s research activity:

**Research Committee:**
- Definition of a UoC-specific research support programme to cover the expenses associated with research and scientific output.
- Drafting of the UoC’s Doctoral Study Regulations, pursuant to the decree published in the Spanish Official State Gazette in February 2011.

**Publications Committee:**
- Preparation of a framework plan for the indexing of the university’s scientific publications.

**Ethics Committee:**
- Drafting of a Code of Good Practices in Research.

**2nd Research Conference**

Aimed at all UoC faculty members, research staff and management staff who engage in research activities, the conference seeks to provide a forum for sharing strategies and research practices associated with scientific publications, projects, thematic networks and knowledge transfer.

**Research Institutes**

**eLearn Center (eLC)**

The eLearn Center promotes research, knowledge transfer and innovation in e-learning through the following programmes and activities:

- **2009-2012 research programme: Time Factor in e-Learning.**
- **Doctoral programme in e-Learning**
- **Regular publication: eLC Research Paper Series (http://elcrps.uoc.edu)**
- **National and international research projects: Conceptual Framework for e-Learning**
- **eLC Research Fellows Program**
- **Pre- and postdoctoral research fellowships**
- **International talks**
- **Innovation projects: eKnowledge: interactive forum for collaborative learning; UOCLET: online notes**
- **Publication of reports: Horizon Report 2010, Latin American Edition, in collaboration with the New Media Consortium**
- **International visiting scholars programme**

**Director of the eLC:** Dr Begoña Gros.

**Director of the Research Area:** Dr Elena Barberà.

**Director of the Innovation Area:** Dr Iolanda Garcia.

**Academic Director:** Dr Albert Sangrà.

**INTERNET INTERDISCIPLINARY INSTITUTE (IN3)**

In order to foster the creation and consolidation of research networks and the exchange of knowledge between members of the research community, the IN3 published calls for:

- **Resident researchers**
- **New Knowledge Communities**
- **Postdoctoral researchers**
- **Visiting professors**

**Doctoral programme**

The Doctoral Programme on the Information and Knowledge Society also offers a limited number of doctoral fellowships for students seeking to take the courses in person and write a doctoral thesis.

**Director of the IN3:** Dr Manuel Castells. Scientific Committee for Research and Doctoral Studies. Dr Martin Carnoy (president), Dr Betty Collins, William Dutton, Dr Jerry Feldman, Dr Miguel Ángel Lagunas, Dr Vicente López, Dr Robin Mansell, Dr Guido Martinotti, Dr Vicenç Navarro, Dr Marina Subirats, Dr Xavier Vives, Dr Rosalind Williams.
With a view to facilitating the transfer of the UOC’s knowledge and technology, the OSRT carried out three main actions:

- Redesign of the OSRT’s website. The website now includes the reports on R&D and innovation activity and links to all the research groups and projects and their scientific output. http://osrt.uoc.edu
- New intranet. This space allows users to ask questions and access all available information and resources for conducting R&D and innovation activities.
- Knowledge map. This map shows the groups, areas and researchers who participate in R&D and innovation activities at the UOC by knowledge area. http://mapadelconeixement.uoc.edu

Over the academic year 2010-2011, the following lines of activity were emphasised:

- Promotion of the evolution of the educational model through the APLICa 2010 call for project proposals. Of the 63 proposals submitted, 37 were approved.
- The Factoria ide@Innova launched the Ubidi project and carried out the winning project from the last call for proposals from UOC students.
- Three IMPULSA projects were launched in relation to experimentation in educational innovation, and two competitive grant projects were begun with national public grants.

Mission

To research and carry out activities aimed at encouraging the use of ICT for development and learning and promoting equal opportunities in the knowledge society in the spheres of open educational resources, teacher training, mobile technologies for learning and development, empowerment, and gender and ICT.

Activities

Seventh edition of the international seminar. This year’s edition focused on mobile technologies for learning and development.

Mission

The result of an agreement between Lenguamón-Casa de les Llengües and the UOC, the chair is tasked with cooperating on the promotion of a sustainable, fair and functional conception of language diversity. Operating within the Arts and Humanities Department, the Chair promotes research, training, information and documentation activities related to multilingualism as a means of social and economic development.

Activities

Presentation of the results of the language model used in Catalan schools and publication of the book Ser multilingüe o no ser...? (To be or not to be multilingual…) by Joan Pujolar and Ernest Querol, lecturer and collaborating teacher at the UOC, respectively.

Mission

With a view to promoting sport as a tool for peaceful co-existence and conflict resolution, the Campus for Peace and the FC Barcelona Foundation (FFCB from the Catalan) set out the lines of action to be pursued in 2012. They are: the creation of new educational programmes, the promotion of scientific research and dissemination of the resulting knowledge.

Activities

- Organisation of the webinar “Sport Values and Citizenship”
- First edition of the postgraduate programme in Sport for Social Co-existence and Conflict Resolution
- Creation of the Chair’s Advisory Council
- Creation of a research group within the CREC-INS on Sport and Conflicts.
The UOC offered a total of 15 EHEA-adapted bachelor’s degrees in the academic year 2010-2011. Two of these bachelor’s degrees were offered for the first time.

In addition to the bachelor’s degrees, the University offered eight university master’s degrees, three of which were being offered for the first time.

For the academic year 2011-2012, the UOC has received approval to add the following official master’s degrees:

- **Education and Quality Degrees**
- **Labour Relations and Employment**
- **Telematics**
- **Nutrition and Health**
- **Political Analysis**
- **Tax Issues**
- **Multimedia Applications**
- **Computer Engineering**
- **Knowledge Economy Organisation Management**

Inter-university master’s degree offered by the UOC, Rovira i Virgili University (URV) and the Autonomous University of Barcelona (UAB) and coordinated by the UOC (CU resolution of 26/07/2011)
**THE DEPLOYMENT OF THE INTERNAL QUALITY ASSURANCE SYSTEM ENABLES ANNUAL INTERNAL EVALUATIONS OF 100% OF THE OFFICIAL QUALIFICATIONS.**

**NEARLY 60% OF UOC FACULTY MEMBERS WITH PHDS HAVE BEEN ACCREDITED BY THE SYSTEM.**

**QUALITY**

**FOLLOW-UP ON OFFICIAL QUALIFICATIONS**

The UOC submitted annual follow-up reports to the Catalan University Quality Assurance Agency (AQU Catalunya) on the EHEA-adapted qualifications launched in the academic years 2008-2009 and 2009-2010. These were in addition to the two follow-up reports submitted as part of the experimental follow-up programme in the last academic year. A total of 10 EHEA-adapted bachelor’s degrees and 5 university master’s degrees have been submitted for follow-up.

**STUDENT PARTICIPATION IN QUALITY ASSESSMENTS**

The UOC and AQU Catalunya jointly offer the online course ‘Promoting Student Participation in University Quality Assurance’. Students in the course acquire the knowledge and skills they need to become actively involved in assessing university quality.

**FIRST ORDINARY CALL FOR FACULTY EVALUATIONS**

A total of 87 UOC faculty members participated in the call. As a result, 40% of UOC faculty members have now received positive evaluations.

**DIRECTORS OF DEPARTMENTS, SCHOOLS AND IGI**

**Arts and Humanities Department**
- Dr. Carles Sigalés (to 6 October 2010), Dr. Agustí Colomines (to 6 July 2011)

**Health Sciences Department**
- José Esteban

**Information and Communication Sciences Department**
- Dr. Lluís Pastor

**Law and Political Science Department**
- Dr. Agustí Cerrillo

**Economics and Business Studies Department**
- Dr. M. Àngels Fitó

**IT, Multimedia and Telecommunications Department**
- Rafael Macau

**Psychology and Educational Sciences Department**
- Dr. Carles Sigalés, Dr. Josep M. Mominó (fins al 6 de juliol de 2011)

**Business School**
- Dr. Joan Torrent

**School for Cooperation**
- Dr. Eduard Vinyamata

**School of Languages**
- Ferran Ferrando

**International Graduate Institute**
- Dr. Josep M. Duart
### Operating Income

<table>
<thead>
<tr>
<th></th>
<th>UOC Teaching</th>
<th>IN3 Research</th>
<th>UOC Projects</th>
<th>Total FOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net turnover</td>
<td>51,322,971.71</td>
<td>1,299,671.19</td>
<td>1,358,986.62</td>
<td>53,981,629.52</td>
</tr>
<tr>
<td>Non-core income</td>
<td>122.95</td>
<td>16,000.00</td>
<td>0.00</td>
<td>16,122.95</td>
</tr>
<tr>
<td>Operating grants</td>
<td>32,064,183.24</td>
<td>3,360,484.25</td>
<td>22,000.00</td>
<td>35,446,667.49</td>
</tr>
<tr>
<td>Capital grants, donations and legacies</td>
<td>9,928,604.23</td>
<td>0.00</td>
<td>0.00</td>
<td>9,928,604.23</td>
</tr>
<tr>
<td>Donations</td>
<td>46,952.47</td>
<td>0.00</td>
<td>0.00</td>
<td>46,952.47</td>
</tr>
<tr>
<td>Over-provision and allocation of provisions</td>
<td>317,147.36</td>
<td>16,795.22</td>
<td>11,000.00</td>
<td>344,942.58</td>
</tr>
<tr>
<td>Other income</td>
<td>34,724.55</td>
<td>0.00</td>
<td>0.00</td>
<td>34,724.55</td>
</tr>
<tr>
<td><strong>Total Operating Income</strong></td>
<td><strong>93,714,706.51</strong></td>
<td><strong>4,692,950.66</strong></td>
<td><strong>1,391,986.62</strong></td>
<td><strong>99,799,643.79</strong></td>
</tr>
</tbody>
</table>

### Operating Expenses

<table>
<thead>
<tr>
<th></th>
<th>UOC Teaching</th>
<th>IN3 Research</th>
<th>UOC Projects</th>
<th>Total FOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants awarded</td>
<td>521,482.92</td>
<td>0.00</td>
<td>0.00</td>
<td>521,482.92</td>
</tr>
<tr>
<td>Supplies</td>
<td>1,868,419.67</td>
<td>0.00</td>
<td>425.10</td>
<td>1,868,844.77</td>
</tr>
<tr>
<td>Personnel Expenses</td>
<td>33,053,361.83</td>
<td>3,071,360.01</td>
<td>168,889.87</td>
<td>36,293,611.71</td>
</tr>
<tr>
<td>Provision for depreciation and amortisation</td>
<td>10,797,793.30</td>
<td>0.00</td>
<td>0.00</td>
<td>10,797,793.30</td>
</tr>
<tr>
<td>Impairment losses and other period provisions</td>
<td>693,330.96</td>
<td>73,604.85</td>
<td>0.00</td>
<td>766,935.81</td>
</tr>
<tr>
<td>Outside services</td>
<td>47,101,195.06</td>
<td>1,886,384.32</td>
<td>955,421.69</td>
<td>49,943,001.07</td>
</tr>
<tr>
<td>Taxes</td>
<td>9,218.39</td>
<td>0.00</td>
<td>0.00</td>
<td>9,218.39</td>
</tr>
<tr>
<td>Other expenses</td>
<td>3,004.64</td>
<td>46,116.75</td>
<td>0.00</td>
<td>49,121.39</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>94,047,806.77</strong></td>
<td><strong>5,077,465.93</strong></td>
<td><strong>1,124,736.66</strong></td>
<td><strong>100,250,009.36</strong></td>
</tr>
</tbody>
</table>

### Operating Profit/(Loss)

<table>
<thead>
<tr>
<th></th>
<th>UOC Teaching</th>
<th>IN3 Research</th>
<th>UOC Projects</th>
<th>Total FOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Profit/(Loss)</td>
<td>-333,100.26</td>
<td>-384,515.27</td>
<td>267,249.96</td>
<td>-450,365.57</td>
</tr>
<tr>
<td>Financial Income</td>
<td>576,177.48</td>
<td>0.00</td>
<td>0.00</td>
<td>576,177.48</td>
</tr>
<tr>
<td>Financial expenses</td>
<td>376,200.14</td>
<td>6,354.12</td>
<td>0.00</td>
<td>382,554.26</td>
</tr>
<tr>
<td><strong>Financial Profit/(Loss)</strong></td>
<td><strong>199,977.34</strong></td>
<td><strong>-6,354.12</strong></td>
<td><strong>0.00</strong></td>
<td><strong>193,623.22</strong></td>
</tr>
</tbody>
</table>

### Profit/(Loss) Before Tax

<table>
<thead>
<tr>
<th></th>
<th>UOC Teaching</th>
<th>IN3 Research</th>
<th>UOC Projects</th>
<th>Total FOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit/(Loss) Before Tax</td>
<td>-133,122.92</td>
<td>-390,869.39</td>
<td>267,249.96</td>
<td>-256,742.35</td>
</tr>
<tr>
<td>Corporate income tax</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Profit/(Loss) For The Year</strong></td>
<td><strong>-133,122.92</strong></td>
<td><strong>-390,869.39</strong></td>
<td><strong>267,249.96</strong></td>
<td><strong>-256,742.35</strong></td>
</tr>
</tbody>
</table>

### Income Statement 2010

Fundació Universitat Oberta de Catalunya

Figures in euros
**Operating Income**

- **Capital Grants (Catalan Government)**: 8.56%
- **Operating Grants (Catalan Government)**: 33.32%
- **Operating Income**: 54.11%
- **Other Income**: 0.03%
- **Taxes**: 0.01%
- **Donations**: 0.05%
- **Over-provision and Allocation of Provisions**: 0.35%
- **Other Expenses**: 0.05%
- **TOTAL**: 100,250,009.36 €

**Operating Expenses**

- **Personnel Expenses**: 36.20%
- **Supplies**: 1.86%
- **Impairment Losses and Other Period Provisions**: 0.77%
- **Provision for Depreciation and Amortisation**: 10.77%
- **Outside Services**: 49.82%
- **Taxes**: 0.01%
- **Other Expenses**: 0.05%
- **Net Turnover**: 54.11%
- **TOTAL**: 100,250,009.36 €

**Financial Indicators**

- **Net Turnover**: 54.11%
- **Capital Grants (Other)**: 2.20%
- **Operating Grants (Other)**: 1.39%
- **Over-provision and Allocation of Provisions**: 0.35%
- **Other Expenses**: 0.05%
- **Donations**: 0.05%
- **Taxes**: 0.01%
- **Impairment Losses and Other Period Provisions**: 0.77%
- **Provision for Depreciation and Amortisation**: 10.77%
- **Operating Grants (Catalan Government)**: 33.32%
- **Outside Services**: 49.82%
- **Personnel Expenses**: 36.20%
- **Supplies**: 1.86%
- **TOTAL**: 99,799,643.79 €
The UOC Online

Open to Society

- Get to know the UOC: http://w.uoc.edu/get-to-know-the-uoc/
- The President online: http://rectora.uoc.edu
- UNESCO Chair in e-Learning: http://unescochair.uoc.edu
- Lingualmón-UOC Chair in Multilingualism: http://catedramultilinguisme.uoc.edu
- UNESCO-FCB-UOC Chair in Sport: http://w.uoc.edu/sports-chair
- Campus for Peace: http://campusforpeace.uoc.edu
- Associate institutions and companies: http://associated_companies.uoc.edu
- UOC Alumni: http://alumni.uoc.edu
- Regional network: http://w.uoc.edu/regional-network/
- Open Minds: http://openminds.uoc.edu

Open Social Networks

- Youtube: www.youtube.com/uoc
- Twitter: @UOCuniversitat, @UOCuniversidad, @UOCuniversity, @UOCestudiant, @UOCestudiante, @UOCalumni
- Facebook: www.facebook.com/UOC.universitat
- Netvibes: www.netvibes.com/uoc_eng
- Delicious: http://delicious.com/UOC_University
- Alumni Slideshare: www.slideshare.net/uocalumni
- Flickr: www.flickr.com/UOC_Universitat
- Alumni Group on LinkedIn: www.linkedin.com/groups?gid=2148606
- UOC blogs: http://w.uoc.edu/blog-en
THE UOC IN
4 VIDEOS AND
3 MINUTES

THE LEARNING MODEL
The design and organisation of the UOC’s learning process.
http://w.uoc.edu/video/learning-model/

THE VIRTUAL CAMPUS
The students’ virtual learning environment: campus, classrooms, subjects, forums, etc.
http://w.uoc.edu/video/virtual-campus

THE UOC, THE LEADING ONLINE UNIVERSITY
A documentary presenting the University to the world.
http://w.uoc.edu/video/online-university/

I AM UOC
The experience of studying at the UOC.
http://w.uoc.edu/video/i-am-uoc/

IN THREE MINUTES
A summary of the most important figures reflecting the University’s activities.
http://w.uoc.edu/figures/
AN OPEN-MINDED NETWORK

WHAT IS OPEN MINDS?
The UOC’s social portal for people with an innovative and creative attitude.

http://openminds.uoc.edu/

MUSIC TO STUDY TO
These playlists on the UOC’s Spotify channel let users listen to music that has been chosen specifically to accompany their studying.

OPEN LETTERS
Short declarations of intent provided voluntarily by highly dedicated people on any area of the knowledge society.

OPEN WEBSITES
A selection of websites with an innovative, audacious and open attitude that want to highlight current concerns and find solutions in the knowledge society through plurality and imagination.

IN MOVEMENT
Videos of talks and links to articles, reports, interviews or dossiers on any subject offering an open and critical view of a discipline or the knowledge society.

OPEN-MINDED FIGURE
Articles, interviews, reports or any other kind of content from people who share our open-minded attitude on their discipline or area of knowledge.

WIKISPEECH
Brief talks based on questions or suggestions from internet users on a given subject.

Follow the open-minded movement on Twitter® @UOCopenminds
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