

## UNICA RECTORS SEMINAR

### Shaping the University of the 21<sup>st</sup> Century



**Biographies and abstracts**

**Universidad Complutense de Madrid**  
Thursday, 28 February – Friday, 1 March 2019

**Presentations will be available at:**

<http://www.unica-network.eu/event/unica-rectors-seminar-madrid>

## Biographies & abstracts



### Overall Chair

**Luciano SASO**

UNICA President

Prof. Luciano Saso (Faculty of Pharmacy and Medicine, Sapienza University of Rome, Italy) received his PhD in Pharmaceutical Sciences from Sapienza University in 1992. He is author of more than 190 scientific articles published in peer reviewed international journals with impact factor (SASO-L in [www.pubmed.com](http://www.pubmed.com), total impact factor > 500, H-index Google Scholar 37, Scopus 30). He coordinated several research projects in the field of pharmacology and has been referee for many national and international funding agencies and international scientific journals in the last 25 years.

Prof. Saso has extensive experience in international relations and he is currently Vice-Rector for European University Networks at Sapienza University of Rome. In the last 15 years, he participated in several projects including IMS2020, EGRACONS, IMOTION, BUCUM, UZDOC, TRAIN and has been speaker and chair at many international conferences organised by UNICA, SGroup European Universities' Network, EAIE and the European Association of Erasmus Coordinators.

Prof. Saso assumed the role of Member of the Steering Committee of UNICA for two mandates (2011-2015) and he was elected President for the period 2016-2019 during the UNICA General Assembly in October 2015.



### Speaker

**José Manuel PINGARRON CARRAZON**

Secretary General of the Spanish Ministry of Education and Research, former Vice-Rector for Knowledge Transference, Universidad Complutense de Madrid

José M. Pingarrón was born on 18 October 1955. He obtained his Ph.D. (1981) from Complutense University of Madrid. Between 1982 and 1983, he did postdoctoral training at the École Nationale Supérieure de Chimie de Paris.

Since 1994, he is a full Professor of Analytical Chemistry at the Complutense University of Madrid and in 1997 he was Visiting Professor at Cornell University, USA. José M. Pingarrón headed the Department of Analytical Chemistry at the Faculty of Chemistry between 1998 and 2006 and he was the President of the Spanish Society of Analytical Chemistry between 1998 and 2001.

Professor Pingarrón is the recipient of the Faculty of Chemistry Medal, the 2012 research award on Analytical Chemistry of the Spanish Royal Society of Chemistry and Fellow of the International Society of

Electrochemistry 2017. His research interests focus on analytical electrochemistry, nanostructured electrochemical interfaces, nanomaterials and electrochemical sensors and biosensors. He is author or co-author of over 390 peer-reviewed papers, 30 book chapters and 2 text books as well as 10 invention patents. He is currently Vice-President of the Spanish Royal Society of Chemistry, He was member of the government body of the Spanish Confederation of Scientific Societies (COSCE) as treasurer until 2018. Vice-Chair of the Division 1 (Analytical Electrochemistry) of the International Society of Electrochemistry 2015-2017. Professor Pingarrón is Editor for Europe of Electroanalysis journal and belongs (or belonged) to the Editorial Advisory Boards of the Journal of Electroanalytical Chemistry, Talanta, Analyst, Chemical Sensors and ChemElectroChem and Member of the Analytical Chemistry Division Committee of IUPAC (2007- 2014). Between 2008 and 2015, he was member of the Management team of the programme on Basic Chemistry of the National Plan of Research in the Spanish Ministry of Economy and Innovation (MINECO). Vice-Chancellor for Transfer of Knowledge and Entrepreneurship in Complutense University of Madrid (2015-2018). Executive Secretary of the R&D&I division of CRUE (Conference of Rectors of Spanish Universities) 2016-2018. Moreover, Professor Pingarrón is a founder member of the Forum of Innovative Companies (FEI) and co-founder of the “spin-off” company Inbea Biosensores S.L. He was appointed Secretary General of Universities on 30 June 2018, by Royal Decree 809/2018 of 29 June.

Related links:

Researcher unique identifiers: ORCID: 0000-0003-2271-1383

Google Scholar: José M. Pingarrón (public profile)

Web of Science: Pingarron J\* + Carrazon J\*

## Session 1: Internal re-structuring: Faculties, Departments and Government units. Centralized or decentralized model?



### Chair

**Isabel DURAN**

Vice-Rector, Universidad Complutense de Madrid

Isabel Durán Giménez-Rico is a professor of American Literature at the Complutense University of Madrid. Since March 2015, she has held the position of President of SAAS (Spanish Association for American Studies). Dr. Durán’s research and publications on autobiographical studies, female literature and ethnicity includes co-editing an eight-volume series on gender studies and authoring over 60 articles. She is the director of the research team “Estudios de la mujer en el ámbito de los países de habla inglesa” (Women’s Studies in the Anglophone Countries) and has also been principal investigator of several

national and international projects, while serving on the editorial board of numerous national and international indexed journals in her field.

She has taught English Studies at undergraduate level and Literary Studies at postgraduate level and was recognised for excellence in teaching by the “Docentia Programme” (teaching performance assessment programme). In addition, she has directed over 15 doctoral theses.

Her international reputation was confirmed upon being elected as a member of the General Council (2008-2011) and the International Committee (2005-2008) of ASA (American Studies Association). She has also served as a researcher at the Real Colegio Complutense, Harvard (2012) and was a Fulbright Scholar on two occasions.

In the field of university administration, Dr. Durán has held the positions of Vice-Dean of Students in the Faculty of Philology (2006-2010) where she was also Director and Registrar of the Department of English II (2013-2015) as well as Coordinator of Humanities Programmes (2009-2011) at Complutense Summer Courses in El Escorial.



### Speaker

**Juan TEJADA**

Vice-Rector for Planning and Institutional Evaluation,  
Universidad Complutense de Madrid

PhD in Mathematics (Universidad Complutense de Madrid) and Professor of the Department of Statistics and Operational Research (Faculty of Mathematical Sciences).

He has developed considerable teaching and research activities in the area of Operational Research (reliability of systems, prediction techniques, decision models and game theory). Main activity focused on Game Theory with applications in socioeconomics (auctions, social networks and group valuation). Head of the research group on Game Theory and Applications, an international pioneer in the application of Game Theory to the study of social networks, and principal investigator of several research projects.

Previously a visiting professor in various foreign universities and associate editor and referee of several international publications. He has developed several projects in cooperation with Central American and Mozambique Universities.

He also has an extensive career in management. Previous positions include; Secretary, Vice-Dean and Dean of the Faculty of Mathematical Sciences, Coordinator of the Deans of the UCM, President of the Conference of Deans and Directors of Mathematics of Spain, General Secretary of the Statistics and Operations Research Society, Secretary of the Institute of Interdisciplinary Mathematics, Coordinator of the Master in Mathematical Engineering and Coordinator of the Doctoral Program in Mathematical Engineering, Statistics and Operational Research, jointly with the Polytechnic University of Madrid.

### **ABSTRACT: Restructuring departments at UCM**

Universities have special characteristics that make them very complex organizations. The type of work performed and the particular status of professors and researchers imply specific difficulties for the structural organization of a university. In particular, the definition and composition of its centers and structures are especially relevant to the performance of its mission.



In this talk we present the experience of the Complutense University of Madrid in reorganizing its departments. Although this task has particular conditions in each university context, the aim is to extract some lessons that may be useful when tackling this problem.



**Speaker**

**Ivanka POPOVIC**

Rector, University of Belgrade

Ivanka Popović is the Rector of the University of Belgrade and Full Professor at the Faculty of Technology and Metallurgy, University of Belgrade. She obtained all of her academic degrees in chemical engineering at the FTM. She served as the first female Dean of the FTM (2006 - 2012). She has coordinated the R&D strategy of the University since 2012 and previously to assuming the office of Rector, she was for many years Vice-Rector for International Relations.

Her research interests are polymer science and sustainable development. She has headed several national projects and has been involved in several TEMPUS and ERASMUS, two FP7 projects and currently in one H2020 project. Ivanka Popović has authored or co-authored more than 70 papers in international scientific journals with a total citation of more than 2200 and h-index of 17. She was the first female President of the Serbian Chemical Society (2009 – 2013) and is the President of the Association of Italian and Serbian Scientists and Scholars since 2012.



**Speaker**

**Philippe MOREILLON**

Prof. Emeritus, former Vice-Rector for research  
and international relations, University of Lausanne

Doctor in internal medicine and infectious diseases from the University of Lausanne (UNIL, 1987) and PhD in microbiology from the Rockefeller University, New York (1993), Philippe Moreillon became Associate Professor of Medicine in 2000 and full Professor and Director at the Institute of Fundamental Microbiology of UNIL in 2002. He successively held the positions of Vice-Dean of the Faculty of Biology and Medicine and Vice-Rector of UNIL for Research and International relations until 2016. He is an unconditional supporter of interdisciplinary dialog and research between quantitative sciences and humanities. He organised the World knowledge dialogue (<http://wp.unil.ch/wkdialogue/>), the academic discussions with his Holinesses the Dalai Lama and the 17th Karmapa, and co-organized the TEDxLausanne conferences. Emeritus since 2017, he is now active in academic and philanthropic institutions supporting sciences (e.g. the Swiss Academy of Natural Sciences) and still active in microbial pathogenesis and the development of new antimicrobial strategies.

### **ABSTRACT: “Shuffling Domains and Fusing Faculties”**

In the early 2000s an ambitious political decision was made to redistribute scientific domains between venerable University of Lausanne (UNIL, 1535) and much younger Swiss Institute of Technology (EPFL, 1966). Branches of natural sciences that were taught in both institutions – namely mathematics, physics, chemistry, and astronomy – were moved from UNIL to EPFL, while orphan biology and geology were left at UNIL. However, this was not considering the fact that UNIL could keep the budgets allocated to the moved domains (ca. 25 Mio Euros), and re-inject them into innovative interdisciplinary programs. UNIL created a brand-new Faculty of Biology and Medicine, where basic biologists and medical doctors would cohabit, and a new Faculty of Geology and Environmental sciences, bridging geophysics to political geography.

From the teaching point of view, this shuffling generated a number of unpredicted interdisciplinary curricula. For example, mixing faculties and students from business, geosciences and literature to build a new master on responsible management, together with the University of Lancaster, UK.

From the research point of view, investments allowed constructing a novel Center for integrative genomics (CIG) and a high-tech Center for biomedical imaging (CIBM) – shared with EPFL and the University of Geneva –, where biologists, engineers, bioinformaticians and clinicians work hand-in-hand. This montage was recently completed by a Center for human genome sequencing (at Campus Biotech, Geneva), making us prominent players in the challenging developments of precision medicine, big data, machine learning and artificial intelligence.

At first, this 15-years old decision shocked a number of academics. However, it proved visionary and remarkably fruitful. It propelled the whole Lake Geneva academia in modern science, embedding younger generations in the culture of digital literacy and providing them with the tools to deal intelligently with the contemporary galloping technological developments, which will profoundly affect the future of society.



#### **Speaker**

**James SMITH**

Vice-Principal International, University of Edinburgh

Prof. James Smith was appointed Vice Principal International in November 2014, having held his personal chair in African and Development Studies since 2010. As Vice Principal he is responsible for shaping and implementing the University’s global engagement plan, and oversight and support of the University’s international activities and collaborations. Prior to working at Edinburgh (and returning home), he held academic appointments at the University of the Witwatersrand, Johannesburg, where he also completed his masters and doctorate, and worked with Oxfam Southern Africa. His current research is primarily funded by a European Research Council Advanced Grant and examines research into and control and treatment of African trypanosomiasis in both humans and animals across the tsetse fly belt of Africa. Previously he has worked on innovation around low carbon technologies in East Africa and South Asia, and agricultural innovation in the global south.

**Abstract: Collaboration and structure at the University of Edinburgh**

We are in a period of profound change – our research is ever more collaborative and interdisciplinary, our students are entering a complex and flexible working environment, and the nature of our partnerships, and who we partner with, is increasingly diverse. This presents challenges strategically, organisationally and conceptually. The University of Edinburgh is a large and internationally focused institution. This presents opportunities and challenges. The university has the breadth of research and teaching to deliver programmes that other universities cannot. The size and scale sometimes mean it is difficult to be as flexible, nimble and creative as we would like to be. This paper will present two case studies that reflect on how to work with or re-shape existing institutional structures to deliver new ways of working. The first case study is of an emerging City-Region Deal, the aim of which is to work with new partners to establish the region as the data capital of Europe, attracting investment, fuelling entrepreneurship and delivering inclusive growth. The second case study is of our Edinburgh Futures Institute, where we aim to re-shape our undergraduate and postgraduate curricula to deliver new hybrid teaching models that will equip our graduates to work across disciplinary boundaries to address real problems, thinking deeply about the social implications of technological change, and learning in new and creative ways. The two cases will allow a reflection on the demands on the modern university, and the demands we must place on ourselves to organise innovatively, collaboratively and internationally.

## Session 2: Merging of universities: challenges, risks and opportunities

**Chair****László Borhy**

Rector, Eötvös Loránd University

László Borhy assumed the office of Rector of Eötvös Loránd University in Budapest in August 2017. Before taking office as Rector, he was the Dean of the Faculty of Humanities at ELTE between 2015 and 2017. He is an archaeologist, historian, and Professor of the Department of Ancient Archeology at the Institute of Archeology of ELTE. He is a great scholar of Roman history, Latin epigraphy and archeology of the province of Pannonia. Since July 2018, László Borhy is the co-chair of the Hungarian Rector's Conference. He is also a correspondent of the Hungarian Academy of Sciences.

**Speaker****Enora BENNETOT PRUVOT**Deputy Director for Governance, Funding and  
Public Policy Development, EUA

As Deputy Director, Enora Bennetot Pruvot is responsible for implementing EUA policy on university funding and governance. Her work particularly focuses on financial sustainability and funding models for higher education and research, institutional autonomy, mergers as well as EU funding programmes. She is responsible for the organisation of EUA's biannual Funding Forum and for EUA's annual Public Funding Observatory, which monitors the evolution of public funding to higher education institutions throughout Europe.

Before joining EUA in 2008, Enora gained experience in the field of European research and development policy. Enora holds master's degrees in Political Science and European Public Affairs, and in European Political and Administrative Studies from the College of Europe in Bruges, Belgium.

**Abstract: "Mergers & change management in universities – a European overview"**

Many European universities are initiating strategic transformation programmes that either seek a step change in institutional efficiency, respond to drastic shifts in higher education policy and financing, or improve their competitive academic advantage. Among these programmes, collaboration frameworks such as clustering and merging processes feature specific characteristics, as they cover a wide array of activities and can become quite complex.

Despite significant commitment, research evidence from the past twenty years consistently shows that a large majority of transformation programmes fails to meet their objectives in all sectors. While this is due to many and varied reasons, the key ingredients for successful strategy implementation at universities include effective institutional leadership (governance and management), coherent operating models and structures and institutional culture. Leadership provides direction and defines accountability and responsibility for strategic academic outcomes. Operating models and structures provide an institutional platform for effective and efficient delivery, and culture is an all-pervasive feature of academic life that defines the shared institutional beliefs, which shape how the university delivers its academic mission.

EUA has analysed university mergers from the point of view of efficiency and change management, feeding observations and recommendations to both policy makers and university leaders and managers. The analysis is based on EUA's report "Designing strategies for efficient funding of universities in Europe", EUA's online tool mapping institutional mergers in the university sector across Europe and its recent report "Efficiency, Leadership and Governance: Closing the gap between strategy and execution", which is part of the ongoing EU-supported USTREAM project.



**Speaker****Véronique PERDEREAU**

Vice-President for Europe, Sorbonne University

Véronique Perdereau is professor at Sorbonne University and Vice-President for Europe. She has been in charge of several master's specialties including an international programme delivering a double degree and is heavily involved in EIT Health, formerly Director of Education for France and currently academic lead of Master and Doctoral programmes for Europe. She is conducting research in robotics at ISIR, the UPMC/CNRS Institute for Intelligent Systems and Robotics, and is interested in imitating natural manipulation gestures with an artificial hand. From 2009 to 2013, she coordinated the European HANDLE project for which she received the European Stars Award in 2014. She has been principal investigator for many other European projects related to research as well as education, and is regularly commissioned by the European Commission for evaluations.

**Abstract: Building a World-class Comprehensive University**

Sorbonne University was established on January 1, 2018, following the merger between the Paris-Sorbonne and the Pierre and Marie Curie Universities. The presentation will present the steps to transformation and the challenges of building a world-class comprehensive university.

**Speaker****João Manuel PARDAL BARREIROS**

Vice-Rector, Universidade de Lisboa

Vice-Rector with responsibility in the management and finances of the University of Lisbon, João Barreiros is Full Professor of the Faculty of Human Kinetics. His research interests focus on Movement Control and Development. Before assuming the position of Vice-Rector, he held several management positions in higher education, namely the Vice Presidency of the Faculty of Human Kinetics of the University of Lisbon for 10 years.

**Speaker****Tiit LAND**

Rector, Tallinn University

Prof. Tiit Land is the rector of Tallinn University, Estonia. He started his academic career at the University of Tartu, Estonia by receiving MA in chemistry and bio-organic chemistry. In 1994 he received his Doctor's degree in neurochemistry and neurotoxicology from Stockholm University, Sweden. He was employed as a researcher at the National Institutes of Health (NIH), USA between 1994-1999. In 1999 he returned to Stockholm University where he worked as a researcher and lecturer. In 2006 he was elected professor in chemistry at Tallinn University, Estonia. Between 2008-2011 he worked as the Director of the Institute of Mathematics and Natural Sciences of Tallinn University. He was first elected as the rector of Tallinn University in 2011 and re-elected for the second five-year term in 2016.

**ABSTRACT: "Tallinn University – The biggest merging project in higher education in Estonia"**

The landscape of higher education in Estonia has been considerably reshaped during past 15 years. Between 1990 and 2010, the number of institutions of higher institutions grew rapidly due to establishment of private universities and universities of applied sciences, and conversion of former technical schools into universities of applied sciences. In 2002, there were 49 institutions of higher education in the small nation of 1.3 million people.

Between 2005 and 2012, several mergers of institutions took place due to demographic situation as well as for financial reasons and quality issues. Today, there are 21 institutions of higher education in Estonia, 6 of them being public universities.

Tallinn University has been the biggest merging project during this period. It was established in 2005 with a parliament decision to consolidate various institutions of higher education and research institutes in Tallinn. Between 2005 and 2012, additional institutions merged with Tallinn University, making the number merging partners to 10.

Tallinn University has undergone two structural reforms since its establishment in 2005. In 2008, 23 structural units were formed from various units as a legacy of the numerous mergers in order to eliminate overlap between units in research and teaching. In 2015, 23 structural units were reorganized into 6 schools in order to optimize funding and to fulfill strategic goals of the university to promote interdisciplinarity.

## Session 3: Transnational Campuses: towards a European University



### Chair

**Juan ROMO**

Rector, Universidad Carlos III de Madrid

Juan Romo (Madrid, 1959) is the Rector of Universidad Carlos III de Madrid since 2015. He obtained his B.Sc. in Mathematics with Honors from Universidad Complutense de Madrid and his Ph.D. in Mathematics from Texas A&M University. Postdoc in City University of New York. He has been Associate Professor, both in Universidad Complutense de Madrid and Universidad Carlos III de Madrid, where he is Professor of Statistics. He has been Vice-President for Graduate Studies and Vice-President for Faculty and Departments in Universidad Carlos III de Madrid and he is its President since March, 2015. President of the Young European Research Universities Network (YERUN) since September, 2015. Vice-President of Consejo de Universidades since September 2018. Permanent Commission of “Conferencia de Rectores de las Universidades Españolas (CRUE)” since July 2018. Coauthor of four books, he has published articles in research journals on complex, high-dimensional and functional data analysis, big data, resampling, time series, extremes and outliers, with applications in genetics (microarrays and SNPs), financial data, networks and image analysis.



### Speaker

**Vanessa DEBIAIS-SAINTON**

Head of the Higher Education Unit, DG EA

Vanessa Debiais-Sainton is Head of the Unit in charge of Higher Education policies and programme at the European Commission’s Directorate General for Education, Youth, Sport and Culture. The unit is the lead service for European policies on reform and modernisation of higher education, the new European Universities initiative, automatic mutual recognition of higher education qualifications, the creation of the EU student card, and the higher education strand of Erasmus+. In previous posts in the European Commission, Vanessa has worked in DG Research and Innovation.

Before moving to the European Commission in 2006, Vanessa spent eight years working for several petroleum and chemical companies.



### Panelist

**Rafael GARESSE ALARCÓN**

Rector, Universidad Autónoma de Madrid

Dr. Rafael Garesse obtained a doctorate in Biochemistry and Molecular Biology from Universidad Complutense of Madrid in 1981 and followed the training program in Clinical Biochemistry in the Hospital Puerta de Hierro (Madrid). In 1982 he joined the group of Fred Sanger in the Laboratory of Molecular Biology in Cambridge for a postdoctoral training. In 1985 obtained a position of Associate Professor in the Department of Biochemistry of the School of Medicine (UAM) and in 2002 a position of Full Professor in the same Department. He was director of the Department of Biochemistry from 2002 to 2005 and director of the postdoctoral program of molecular biomedicine of the UAM since 2007 to 2009. Dr. Garesse was vice president of the committee of human resources of the Spanish Institute of Health from 2004 to 2007 and president from 2007 to 2009. He was vice-rector of research of the UAM since July 2009 to May 2017.

He is author of more than 100 scientific publications in the field of mitochondrial and metabolic diseases, PI of more than 30 projects funded by national and international agencies and supervisor of 20 PhD thesis.

### **Abstract: Towards a new European Higher Education Area**

The Erasmus + Program of the European Commission has launched an unprecedented call of knowledge alliances for the creation on 2024 of some twenty european universities. The aim is to significantly increase mobility of students and staff of higher education institutions from different european regions and foster the cooperation in teaching, research and innovation. This initiative pave the way for the development of joint teaching programs, the interchange of good practices, the formation of competitive research teams or for increase the multilingual competences of the European citizens. This ambitious project can completely change the landscape of the education in Europe, but will require the comittment of the European Commission and the individual countries not only to allocate an adequate financial support, but also to introduce the legislative changes that allow a dynamic development of the actions.

**Panelist****Ina DRUVIETE**

Vice-Rector, University of Latvia

Ina Druviete is the Vice-Rector of the Humanities and Educational Sciences of the University of Latvia since 2015, Dr. habil.philol. (since 1996), professor of General Linguistics (since 1997). She has been a member of the Latvian Parliament (2002-2014) during which time she was also the Chairperson of the Human Rights Commission and Education, Culture and Research Commission. She was the Minister of Education and Science of the Republic of Latvia in 2004-2006 and 2014. From 2006 to 2009, Ina Druviete was the Vice-President of the European Federation of National Institutions for Language. She has published approximately 300 publications, mainly on linguistics, sociolinguistics and language policy.

**Panelist****Isabel DURAN**

Vice-Rector, Universidad Complutense de Madrid

*For the biographical note, see page 3.*

**Abstract: "UNA Europa: towards the creation of a European University"**

By supporting European values and preparing tomorrow's talents, universities are important vectors for renewed European aspirations and dynamics. In order to encourage the structural development of the European Higher Education Area (EHEA) and the European Research Area (ERA), as well as to reinforce links between research and education, the creation of long-term, sustainable, strong and dynamic partnerships between European higher education institutions is essential. In this context, seven prestigious European universities, Freie Universität Berlin, Università di Bologna, Universidad Complutense de Madrid, University of Edinburgh, Jagiellonian University, KU Leuven and Université Paris 1 Panthéon-Sorbonne, have decided to forge an ever-closer long-term partnership.

These universities have already been cooperating on a solid basis through agreements for the exchange of students, double degrees, joint doctorates, as well as common participation in European funded projects and networks. Beyond these close ties, the universities aim to create an innovative partnership based on the synergy of their disciplines and on numerous joint programmes.



The seven institutions are in the process of exploring different types of practical actions to be undertaken in education, research and innovation through student and staff mobility, common degrees, summer schools, cooperation in the framework of European calls and networks, joint events and research projects on cross-disciplinary themes, etc. Prof. Durán will explain the why, the how, the when, and all the challenges that this European Alliance presents for the seven partner universities.