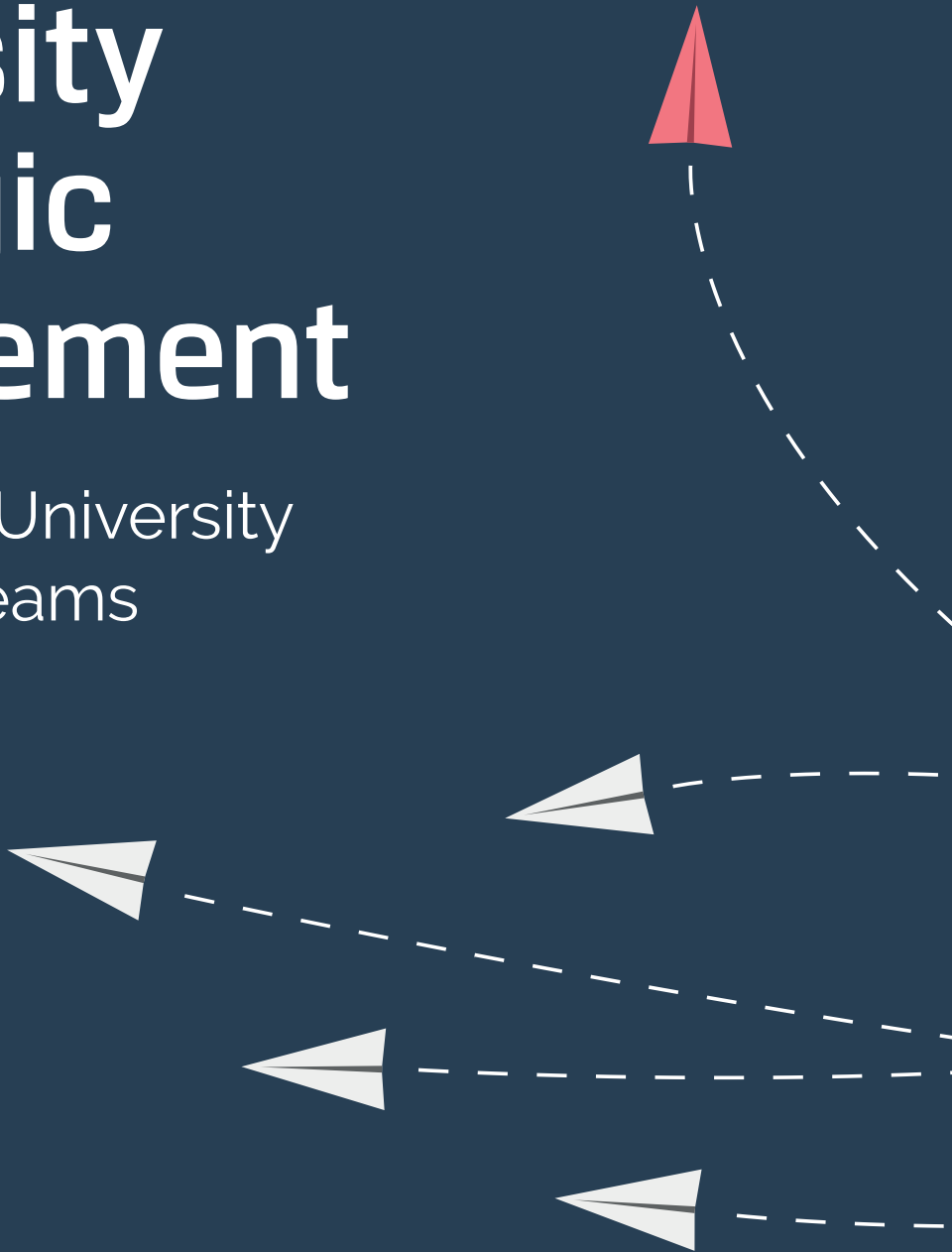




Universidad  
de Navarra

# University Strategic Management

A Program for University  
Governance Teams



May 27-29, 2019

University of Navarra. Madrid Campus



Universidad  
de Navarra



# Presentation

Universities are immersed in a process of accelerated transformation.

The political, demographic, cultural and technological changes universities are going through have a direct effect on university governance.

Governing higher education institutions effectively is an increasingly more complex and demanding process, and now requires specific, continuous training.

The University of Navarra is offering a three-day tailor-made program for university governance teams.

Specialists from different countries will share their knowledge and experience in handling today's reality and tomorrow's challenges.

# Prospective participants

Members of university governance teams, including academics in management positions and management professionals. The program is international in scope and open to universities from all over the world. The sessions present a strategic approach from a global perspective, adapted to the needs and interests of upper management in the university sector. The program languages are English and Spanish.

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## Dates

May 27-29, 2019

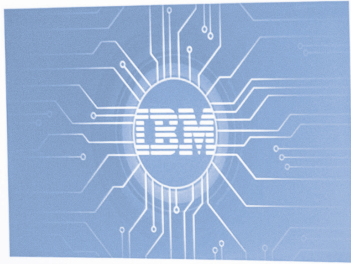
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## Place

University of Navarra  
Madrid Campus  
Calle Marquesado de Santa Marta, 3  
28027, Madrid (España)



# CASO "La década de transformación de IBM: el giro hacia el crecimiento"



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# Methodology


The program includes lectures, case study analysis and interactive sessions.

The speakers are from different countries and include academics specializing in governance issues and managers with specific experience in these fields.


## Objectives




To reflect on contextual factors that may have the greatest impact on the future of university projects.



To identify the essential elements of a governance strategy and the successful application of such strategy.



To present examples of good university governance practices in different countries.



To compare notes with managers from other universities and network new relationships and cooperation.





# Content

1

## Strategy and Leadership

Key aspects of entrepreneurial management that motivates and drives change and continuous improvement. Specific characteristics of the university's management content and style.

2

## Project

The need to define a clear educational project that aligns with the university's mission and the needs of society. The features the project should have to make it feasible, sustainable, attractive and distinctive. The project should be informed by and interpret the university context.

4

## People

Organizations are made up of people. In the case of universities, creating the conditions whereby professors and researchers can perform their work satisfactorily, and management professionals are motivated to provide support for academic work, is essential for good university governance.

5

## Funding and Financial Management

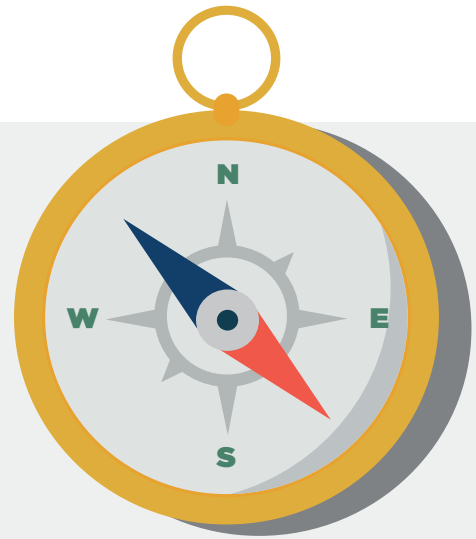
Universities need to administer public and private resources effectively and efficiently by adopting best practices in these areas. Moreover, university development requires ongoing fundraising initiatives, especially for research projects.

**The content will cover six subject areas addressing essential questions for corporate governance.**

3

## Excellence and Innovation

In a society that offers services of increasing quality, the university must aspire to excellence in its own activities (teaching, research, knowledge transfer) in accordance with international standards.



6

## Reputation

Corporate governance includes managing intangibles such as reputation, trust and legitimacy through careful *stakeholder* management and excellent communication based on listening and a commitment to transparency.



# Program Schedule

## SESSION FORMAT

### Masterclass

9:00

### Lecture

10:15

### Interactive session

12:00

### Lecture

15:45

### Case study

17:00

## MONDAY 27

### UNIVERSITIES' GLOBAL CONTEXT AND VISION

Universities' Major  
Global Challenges

**MARIJK VAN DER WENDE**  
*Dean of Graduate Studies and Professor  
of Higher Education. Utrecht University*

### STRATEGY

Strategy and Leadership

**ALFONSO SÁNCHEZ-TABERNEO**  
*President.  
University of Navarra*

### COFFEE BREAK

### STRATEGY

Implementing  
Strategies

**ROLANDO RONCANCIO**  
*Vicerector for Academic Processes at  
Universidad de La Sabana (Colombia)*

### LUNCH

### PROJECT

Project and Distinctiveness

**ALAN FERNS**  
*Assistant Vice-President for External Relations  
and Reputation. University of Manchester*

### PROJECT

University of Manchester:  
road of success towards differentiation

**ALAN FERNS**  
*Assistant Vice-President for External Relations  
and Reputation. University of Manchester*



## TUESDAY 28

### UNIVERSITIES' GLOBAL CONTEXT AND VISION

Millennials and generation Z:  
Do we know our students well?

**CHARO SÁDABA**

*Dean of the School of Communication  
at University of Navarra*

### EXCELLENCE

Quality and Excellence

**JOSÉ JUAN MORESO**

*President of the Universidad Pompeu Fabra,  
Barcelona (2005-2013)*

### COFFEE BREAK

### EXCELLENCE

People Management  
and Innovation

**JULIA PRATS**

*Professor of Entrepreneurship. Associate Dean  
for MBA Programs. IESE Business School*

### LUNCH

### PEOPLE

Strategic People Management

**JOSÉ ANTONIO GUZMÁN**

*President.  
Universidad de los Andes*

### PEOPLE

Faculty, key to the excellence  
of the University

**MARÍA IRABURU**

*Vice President of Faculty Affairs.  
University of Navarra*

## WEDNESDAY 29

### UNIVERSITIES' GLOBAL CONTEXT AND VISION

Towards an entrepreneurial university.  
The MIT experience

**MARCO MUÑOZ**

*Senior Director in the Office  
of Philanthropic Partnerships. MIT*

### FUNDING

Designing and  
Predicting the Future I

**JULIÁN VILLANUEVA**

*Head of IESE  
Business School's  
Department of Marketing*

**JUAN MANUEL DE TORO**

*Academic Director,  
Institute for Media  
and Entertainment*

### COFFEE BREAK

### FUNDING

Designing and  
Predicting the Future II

**JULIÁN VILLANUEVA**

*Head of IESE  
Business School's  
Department of Marketing*

**JUAN MANUEL DE TORO**

*Academic Director,  
Institute for Media  
and Entertainment*

### LUNCH

### REPUTATION

Reputation and Intangible Asset Management

**JUAN MANUEL MORA**

*Vice President of Communication,  
University of Navarra*

### REPUTATION

Project and Development:  
Museum University of Navarra

**JAIME GARCÍA DEL BARRIO**

*Managing Director,  
Museum University of Navarra*

# Speakers

## Program Academic Staff



**Alfonso  
Sánchez-Tabernero**

President.  
University of Navarra

**LECTURE**

*Strategy and Leadership*



**Alan Ferns**

Assistant Vice-President for  
External Relations and Reputa-  
tion. University of Manchester

**LECTURE AND CASE STUDY**

*Project and  
Distinctiveness*



**Marco Muñoz**

Senior Director in the  
Office of Philanthropic  
Partnerships. MIT

**MASTERCLASS**

*Towards an entrepreneurial  
university. The MIT experience*



**José Juan Moreso**

President of the Universi-  
dad Pompeu Fabra,  
Barcelona (2005-2013)

**LECTURE**

*Quality and Excellence*



**Julia Prats**

Professor of Entrepreneurship.  
Associate Dean for MBA  
Programs. IESE Business School

**INTERACTIVE SESSION**

*People Management  
and Innovation*



**Juan Manuel Mora**

Vice President  
of Communication,  
University of Navarra

**LECTURE**

*Reputation and Intangible  
Asset Management*



**Julián Villanueva**

Head of IESE Business  
School's Department  
of Marketing

**INTERACTIVE SESSION**

*Designing and Predicting  
the Future*



### **María Iraburu**

Vice President of Faculty Affairs. University of Navarra

#### **CASE STUDY**

*Faculty, key to the excellence of the University*



### **José Antonio Guzmán**

President. Universidad de los Andes

#### **LECTURE**

*Strategic People Management*



### **Jaime García del Barrio**

Managing Director, Museum University of Navarra

#### **CASE STUDY**

*Project and Development: Museum University of Navarra*



### **Rolando Roncancio**

Vicerector for Academic Processes at Universidad de La Sabana (Colombia)

#### **INTERACTIVE SESSION**

*Implementing Strategies*



### **Marijk van der Wende**

Dean of Graduate Studies and professor of Higher Education. Utrecht University

#### **MASTERCLASS**

*Universities' Major Global Challenges*



### **Juan Manuel de Toro**

Academic Director, Institute for Media and Entertainment

#### **SESIÓN PARTICIPATIVA**

*Designing and Predicting the Future*



### **Charo Sádaba**

Dean of the School of Communication at University of Navarra

#### **MASTERCLASS**

*Millennials and generation Z: Do we know our students well?*









# Registration

Early-bird price: €695  
(until March 31, 2019)

General price: €895  
(April 1 to May 19, 2019)

*Educational activities are VAT exempt*  
Meals and parking included

Online registration  
<https://www.unav.edu/cdeu>

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# Contact

University Strategic Management  
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Email: [cdeu@unav.es](mailto:cdeu@unav.es)

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# Admission

Admission to the program is subject to  
the Academic Committee's final decision.



Universidad  
de Navarra