



THE UOC, A BIGGER, MORE OPEN, MORE CONNECTED UNIVERSITY

2011/2012 ACADEMIC YEAR
SUMMARY OF THE UOC
ANNUAL REPORT

01. READY TO SUPPORT THE SECOND GENERATION OF ONLINE STUDENTS

At the beginning of my term, seven years ago, I realized that the University would soon be receiving its first digital natives. Since then, we have seen how media-savvy young people have initiated many of their virtual classmates, most of whom were still recent immigrants to the world of the Internet, in the use of new information technologies, online collaboration, and using our campus to build a genuine social network.

Now that the time has come to pass the torch to the next governing team, we are witnessing another revolution, another sea change in our students' habits, caused by the tremendous mobility offered by electronic devices, the massive, shared and open use of knowledge, the emergence of collaborative networks, and the gamification of learning. The reason for this change is clear: young people in the digital age want to study the same way they live, shop, consume their news, interact and have fun.



Imma Tubella, President of the UOC

The digital world moves at ten times the speed of the analogue one. Thus, a single term has sufficed to feel the effects of this generational turnover, requiring us to become even more flexible, to anticipate the needs of these new students and to reinvent ourselves in order to remain the natural first choice for those who are no longer content to listen passively to talks from the back of an auditorium, to watch lectures on YouTube or to download massive open online courses (MOOCs) from the latest new platform.

This phenomenon is to be welcomed: online education is unstoppable and, while it will not necessarily do away with traditional physical universities, it will force them to step up their efforts to hybridize faster. And that is exactly where the UOC's 18 years of experience must play a crucial role, because the members of this second wave of e-students are looking for more than just the ability to consume vast amounts of open knowledge. They seek recognition, support, mentoring, quality assurance, to acquire the skills they will need to excel in professions that have not yet even been invented, to meet and forge connections with other entrepreneurs, and to create with them jointly online.

More than 60,000 students do this at the UOC every day. This year, they will have even more tools to manage their learning however they see fit: My UOC, the personalized campus, has been optimized for smartphones and tablets; Open Apps allows students to collectively improve e-learning apps; and UOC Maps helps users around the world find each other and communicate instantly.

Our immediate challenge is to achieve full mobility, not just with regard to accessibility, devices, applications, faculty exchanges, cooperation with other institutions, businesses and universities, or the incorporation of new students from even more countries, but also because we must begin to create the opportunities that this second generation of online students and society at large are demanding. This we are doing, even as we build a global university network, NetUOC, with which to share our respective visions, methodologies, programmes and resources.

This year marks the UOC's coming of age. It thus has the necessary experience and maturity to take the helm in this storm of knowledge. We are ready and we know the path to follow. Now it is the new team's turn to take the ship's wheel and guide us safely into port and, in so doing, to complete the journey from the first online university (1995-2005) to the university network (2006-2012) and network university, tailored to the second generation of online students that is just now arriving.

Thank you to everyone who has accompanied me on this long and thrilling ride, and smooth sailing to the UOC!



“YOUNG PEOPLE IN THE DIGITAL AGE WANT TO STUDY THE SAME WAY THEY LIVE, SHOP, CONSUME THEIR NEWS, INTERACT AND HAVE FUN.”

02. THE YEAR AT A GLANCE

SEPTEMBER 2011



ACADEMIC LIFE

» **Live-tweeting and video-streaming of the inaugural lecture** Guy Haug, president of the Advisory Council of the UOC's International Graduate Institute and European expert in university assessment and development and higher education systems, gives the inaugural lecture 'The European Higher Education Area: Key to Employability and International Cooperation'.



Guy Haug



www.uoc.edu/inaugural11

NOVEMBER 2011



TEACHING

The UOC promotes a joint master's degree course in telemedicine with the Central University of Ecuador and Bolivia's Simón Bolívar Andean University.

OPEN KNOWLEDGE

» The e-journal *Mosaic*, published by the IT, Multimedia and Telecommunication Department's bachelor's degree course in multimedia studies, celebrates its tenth anniversary.



<http://mosaic.uoc.edu>

JANUARY 2012

TEACHING

The UOC launches Spain's first university master's degree in Psychology, Health and ICTs.

OPEN KNOWLEDGE

LletrA celebrates 10 years of Catalan literature on the web.



<http://lletra.uoc.edu>

STUDENT SERVICES

UOC students can share and exchange opinions and answer each other's questions in the new 'Questions and Answers' forum.

LIBRARY

The Library opens Summon: a search engine that lets you search the Virtual Library electronic and paper collections.



<http://biblioteca.uoc.edu/cat/summon/summon.html>

MARCH 2012

LIBRARY

The UOC's Virtual Library is leader in e-book reader loans in Spain, with 265 devices.

RESEARCH

The UOC researches how surveillance technologies can be socially managed in Europe.

OCTOBER 2011

» Nearly 44,000 students enrol at the UOC for the academic year 2011/2012.

RESEARCH

The UNESCO Chair holds its 8th International Seminar under the title 'Teacher Training: Reconsidering Teachers' Roles'.

<http://unescochair-elearning.uoc.edu/event/VIIIseminar/>

TEACHING

The UOC opens its new Business School to improve the competitiveness of micro, small and medium-sized enterprises.

<http://bs.uoc.edu>

DECEMBER 2011

» The e-journal *IDP. Internet, Law and Politics* looks at the current state of electronic taxation administration.

<http://idp.uoc.edu>

ACADEMIC LIFE

Nearly 7,000 students graduate from the UOC, which holds graduation ceremonies in Madrid and Barcelona.

TEACHING

The UOC works with other leading European universities to expand its tele-medicine programme to include specific training for healthcare, social work and technology professionals with a view to ensuring the effective deployment of electronic health services (social care informatics).

FEBRUARY 2012

OPEN KNOWLEDGE

Barcelona's CosmoCaixa hosts the first Free Software Innovation Conference, organised by the UOC and the Association of Catalan Companies for Free Software (CatPL).

» The e-journal *RUSC. Universities and Knowledge Society Journal* looks at e-learning for mathematics.

<http://rusc.uoc.edu>

RESEARCH

According to the 'Entrepreneurship in Times of Crisis' research project, led by the UOC Business School, one in every three companies launched between 2008 and 2011 was founded by a woman.

INNOVATION

The virtual platform Technipedia is presented in Cameroon. The project was led by the Catalan Association of Public Universities (ACUP) and developed by the UOC.

TEACHING

The UOC certifies the first graduating class of 'virtual teachers' in Latin America.

ACADEMIC LIFE

The UOC surpasses the 1,000-graduate milestone in Mexico.

OPEN KNOWLEDGE

The UOC Business School opens a series of case studies of 'opportunite failures' looking at personal and business failure as a useful tool for entrepreneurship and company management and administration.

MAY 2012

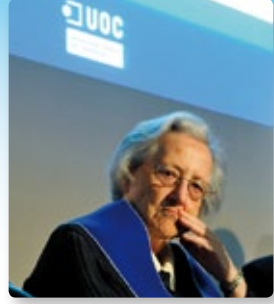


ACADEMIC LIFE

»Aina Moll is awarded an honorary doctorate for her contribution to language normalization in Catalan-speaking regions.



<http://www.uoc.edu/hc>



Aina Moll



UOC&PLUGGED

» The UOC&PLUGGED competition receives 725 submissions. It seeks to promote ideas that help rethink the world at a time of crisis.



<http://mentsobertes.uoc.edu/plug/>



UOC&Plugged

RESEARCH

The fifth EUNoM symposium, organized by the UOC, looks at the challenges for the university sector in a multilingual society.

UOC NETWORK

The UOC and the Sant Cugat High Performance Centre sign an agreement to make it easier for elite Catalan athletes to combine their university studies with their athletic careers.

WORKING LIFE

The FUOC's new collective bargaining agreement is published in the Official Catalan Gazette.



RESEARCH

The eLearn Center's Scientific Committee is established. It is made up of international experts in e-learning and is tasked with playing an advisory role, making scientific contributions and publicizing the centre's activities.



<http://elearncenter.uoc.edu>

JULY 2012



TEACHING

» The e-training programme organized by the Catalan employment service trains more than 47,000 people.

» The UOC's School for Cooperation validates the subjects on the master's degree in Conflictology for United Nations staff studying on UNITAR training programme courses.

»The Humanities programme turns 15.

ALUMNI

The fourth annual Alumni Conference is attended by more than 200 alumni.

<http://alumni.uoc.edu>

UOC AND BUSINESS

The 6th UOC Associate Institutions and Companies Meeting is held.

http://www.uoc.edu/symposia/VI_trobada_eauoc/

JUNE 2012



AWARDS

Manuel Castells receives the 2012 Holberg Prize for having shaped how the political dynamics of urban and global economies in the network society are understood.



<http://blip.tv/file/6176953>

Dr Manuel Castells



The members of the eLC's Scientific Committee are: Betty Collis (University of Twente, Netherlands), Ferran Ruiz (Chair of the Catalan Education Board), Insung Jung (International Christian University, Japan), Martha Stone (Harvard University, USA), Sarah Guri-Rosenblit (Open University of Israel) and Terry Anderson (Athabasca University, Canada).

OPEN KNOWLEDGE

David Istance, Senior Member of the OECD's Centre for Educational Research and Innovation: 'Creating Innovative Environments to Improve Learning'. Guest speaker at the series of Debates of Education, organized by the UOC and the Jaume Bofill Foundation.

www.debats.cat



David Istance

OPEN KNOWLEDGE

The 8th International Internet, Law and Politics (IDP) Conference is held under the title 'Challenges and Opportunities of Online Entertainment'.

<http://edcp.uoc.edu/symposia/lang/ca/idp2012/>

RESEARCH

Miguel Robles-Durán, co-founder of the Cohabitation Strategies cooperative and professor at the Parsons New School of Design in New York: 'Barcelona's Growth Model Based on the Olympic Games Will Have to Be Updated'. Guest speaker at the 'Urban Transformation from the Grassroots' seminar organized by the UOC's Internet Interdisciplinary Institute (IN3).

<http://in3.uoc.edu>

03. THE UOC IN FIGURES

STUDENTS



1. BREAKDOWN OF STUDENTS BY TYPE OF COURSE

Date created: 18/09/2012

OFFICIAL COURSES

UNDER-GRADUATE	EHEA degree	23,441
	Non-EHEA degree	12,638
	Diploma or foundation degree	7,445
POST-GRADUATE	Universities master's degree	3,557
DOCTORATE		161

UOC-SPECIFIC COURSES

POST-GRADUATE	Master's degree	610
	Postgraduate degree	1,162
	Specialization course	1,190
UOC-SPECIFIC DEGREE (MULTIMEDIA)		76
OTHER	University @thenaëum	955
	Summer and Winter Open University	2,490
	School of Languages	5,341
	Seminars, customized training	1,030

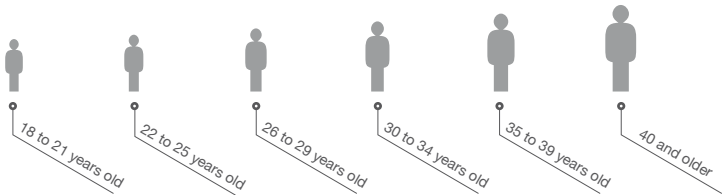
TOTAL: 60,096



2. BREAKDOWN OF STUDENTS BY AGE

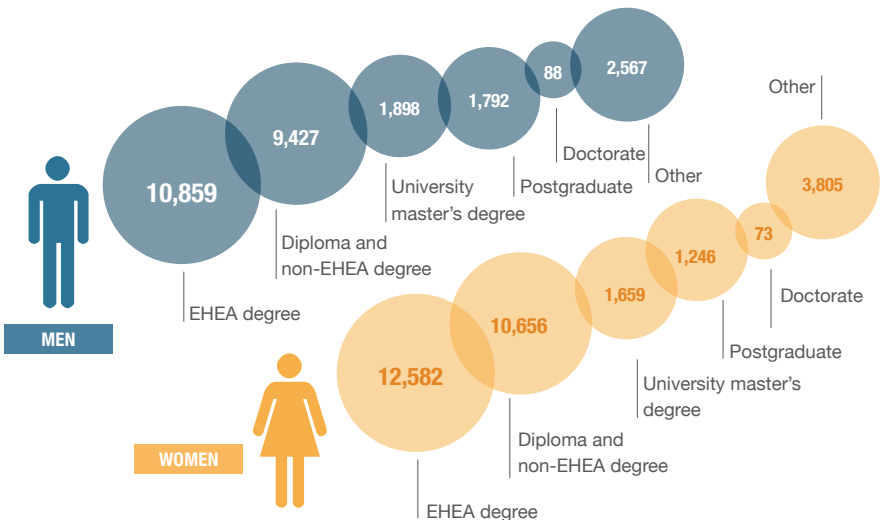
Date created: 12/09/2012

DIPLOMA AND NON-EHEA DEGREE	124	1,895	3,426	4,936	4,172	5,530
EHEA DEGREE	1,284	3,864	4,372	4,904	3,972	5,045
UNIVERSITY MASTER'S DEGREE	10	357	634	906	700	950
DOCTORATE			3	19	36	103
POSTGRADUATE		291	781	744	592	630
OTHER		884	2,380	2,267	1,806	2,479



3. BREAKDOWN OF STUDENTS BY SEX

Date created: 12/09/2012





THE UOC HAS MORE THAN 60,000 STUDENTS IN 2011/2012 ACADEMIC YEAR.

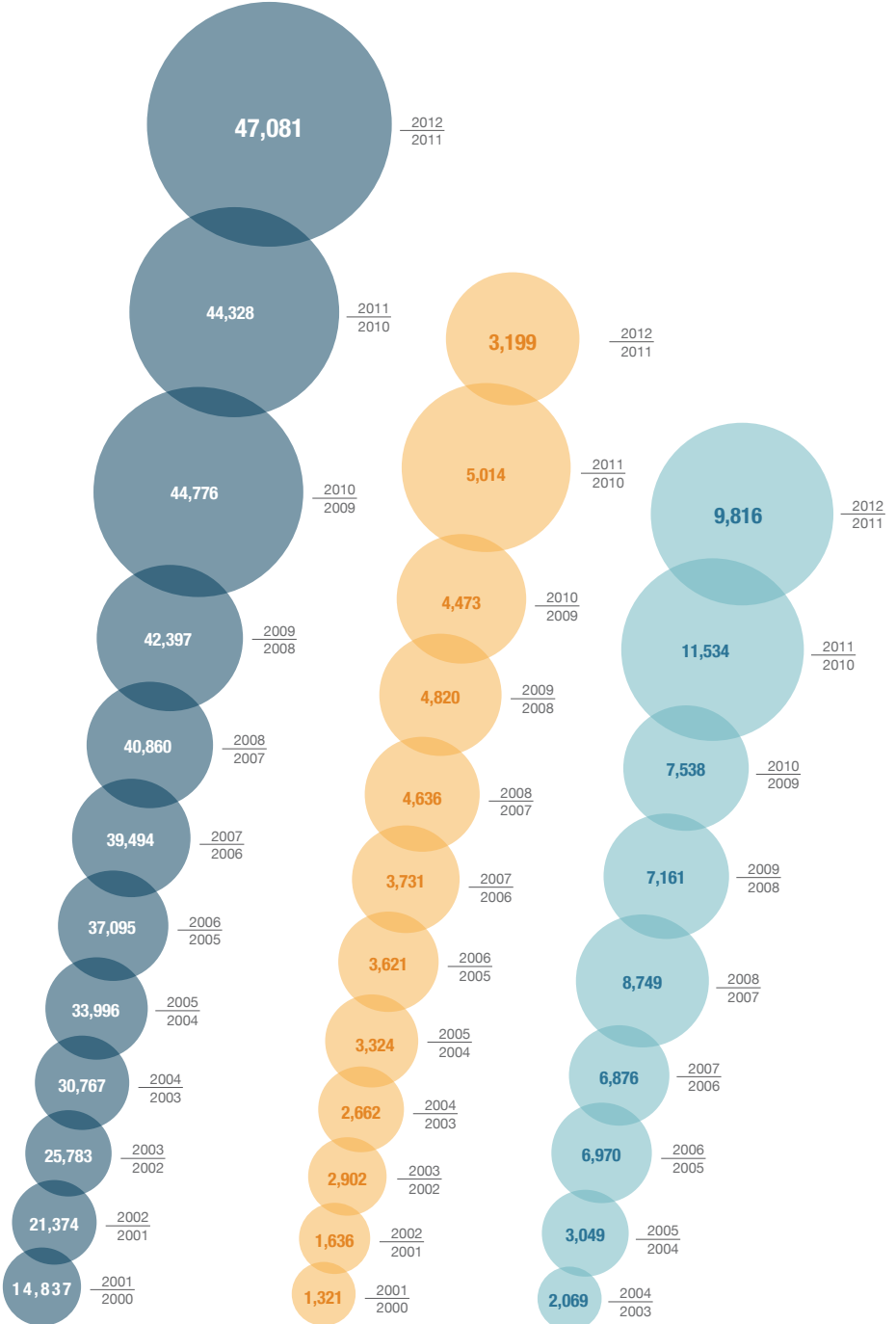


53% OF STUDENTS ARE WOMEN.



4. EVOLUTION OF THE NUMBER OF STUDENTS ENROLLED

Date created: 12/09/2012



DEGREE_
EHEA degree, diploma and non-EHEA degree

POSTGRADUATE_
University master's degree, doctorates and postgraduates

OTHER_
University @thenaeum
Summer and Winter Open University
School of Languages Seminars
Customized training



1. BREAKDOWN OF STUDENTS BY COURSE

Date created: 18/09/2012

ECONOMICS AND BUSINESS STUDIES

Diploma in Business Studies	3,810
Diploma in Tourism	560
2nd-Cycle Degree in Business Administration and Management	1,431
2nd-Cycle Degree in Labour Sciences	1,070
2nd-Cycle Degree in Market Research and Techniques	766
2nd-Cycle Degree in Advertising and Public Relations	842
EHEA Degree in Tourism	414
EHEA Degree in Business Administration and Management	3,978
EHEA Degree in Marketing and Market Research	816
EHEA Degree in Labour Relations and Employment	700
University Master's Degree in Health and Safety	687
University Master's Degree in Organization Management in the Knowledge Economy	61

INFORMATION AND COMMUNICATION SCIENCES

2nd-Cycle Degree in Audiovisual Communication	562
2nd-Cycle Degree in Information and Communication Sciences	374
EHEA Degree in Communication	1,290
EHEA Degree in Information and Communication Sciences	370
University Master's Degree in the Information and Knowledge Society	364

LAW AND POLITICAL SCIENCE

2nd-Cycle Degree in Law	1,648
2nd-Cycle Degree in Political and Administration Sciences	350
EHEA Degree in Law	3,029
EHEA Degree in Criminology	873
University Master's Degree in Political Analysis	111
University Master's Degree in Tax Issues	160

ARTS AND HUMANITIES

2nd-Cycle Degree in Catalan Language and Literature	225
2nd-Cycle Degree in Humanities	782
2nd-Cycle Degree in East Asian Studies	585
EHEA Degree in Humanities	1,354
EHEA Degree in Catalan Language and Literature	358
University Master's Degree in Cultural Management (UOC, UdG, UiB)	372

PSYCHOLOGY AND EDUCATION SCIENCES

2nd-Cycle Degree in Psychology	1,228
2nd-Cycle Degree in Educational Psychology	2,190
EHEA Degree in Psychology	4,903
EHEA Degree in Social Education	1,699
University Master's Degree in Education and ICT (e-Learning)	689
University Master's Degree in Teacher Training (UPF, UOC)	142

IT AND TELECOMMUNICATIONS

Foundation Degree in Business Informatics	1,133
Foundation Degree in Systems Informatics	1,448
Foundation Degree in Telecommunications: Specialization in Telematics	494
2nd-Cycle Degree in Computer Engineering	585
EHEA Degree in Computer Engineering	1,642
EHEA Degree in Telecommunications Technology	426
EHEA Degree in Multimedia Studies	1,589
University Master's Degree in Free Software	308
University Master's Degree in Information and Communication Technology Security (UOC, UAB, URV)	218
University Master's Degree in Multimedia Applications	71
University Master's Degree in Computer Engineering	112
University Master's Degree in Telecommunications Engineering	83

HEALTH SCIENCES

University Master's Degree in Telemedicine	81
University Master's Degree in Nutrition and Health	240

TEACHING AND MANAGEMENT STAFF

Date created: 31/12/2011

TEACHING AND MANAGEMENT STAFF	
Faculty	256
Teaching collaborators	3,378
Management staff	491
Research staff	86

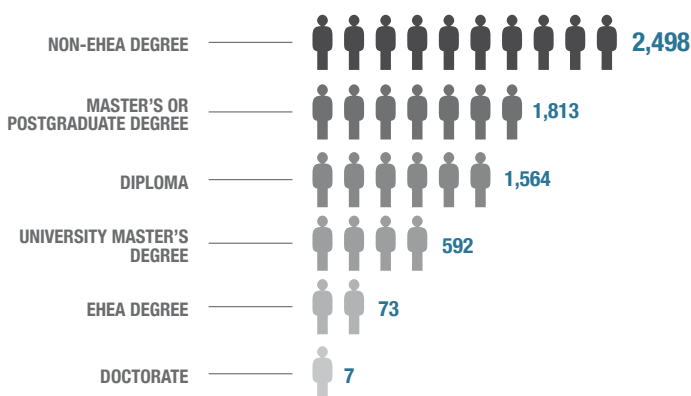
BREAKDOWN OF TEACHING AND MANAGEMENT STAFF BY SEX		
	Men	Women
Faculty	138	118
Teaching collaborators	1,908	1,470
Management staff	149	342
Research staff	33	53

GRADUATES



1. BREAKDOWN OF GRADUATES BY TYPE OF COURSE

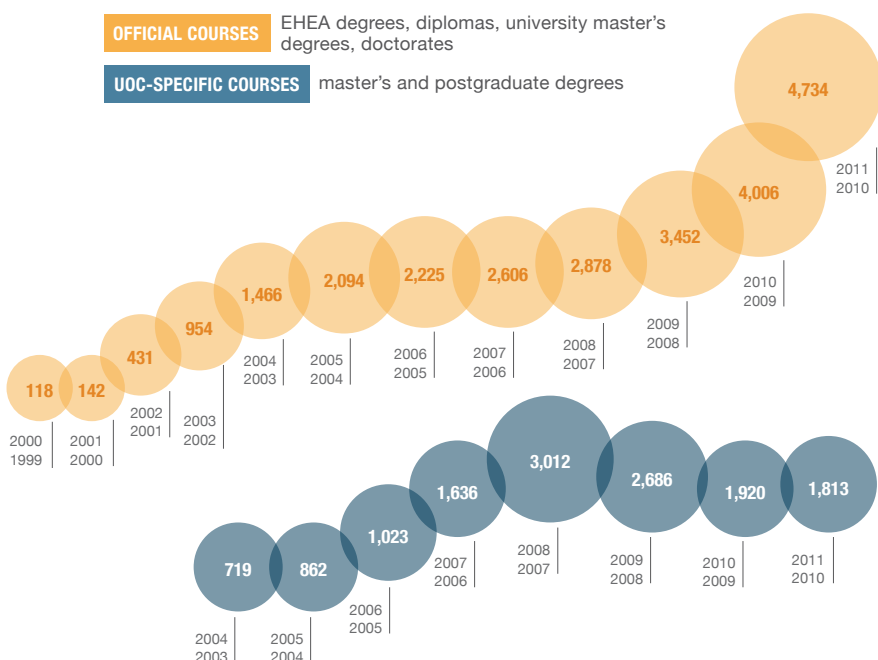
Figures for 2010-2011 graduates



2. EVOLUTION OF THE NUMBER OF GRADUATES OF DIPLOMA, NON-EHEA DEGREE, UNIVERSITY MASTER'S DEGREE AND DOCTORATE COURSES

OFFICIAL COURSES EHEA degrees, diplomas, university master's degrees, doctorates

UOC-SPECIFIC COURSES master's and postgraduate degrees





1. STUDENT SUPPORT

EDUCATION

Counsellors for courses in Catalan	520
Counsellors for courses in Spanish	209
Subjects taught in Catalan	1,482
Virtual classrooms in Catalan	5,292
Subjects taught in Spanish	1,095
Virtual classrooms in Spanish	2,991
Subjects taught in English	112
Virtual classrooms in English	89
Subjects taught in French	8

Exam sites	24
Regional offices	17
Support centres	49
Queries handled by support centres	67,662
Information requests handled	17,029
Information sessions	89
Welcome and orientation sessions for new students	33
Regional activities	188

Committees (campus, departments and regional offices)	18, made up of 149 representatives
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THE VIRTUAL LIBRARY

The collection

Number of titles in catalogue	43,789
Number of e-book titles	12,947
Number of physical book titles	28,448
Number of volumes	68,990
Number of journals accessible online	44,655
Number of electronic resources	29,124

Use of the Library, user service and training

Book loans	38,316
Catalogue queries	3,298,856
Queries submitted to the Library	5,987
Visits to the Library website	906,602
Downloads of full-text articles	607,631
Number of e-readers	265
Training materials	60
Hours of training	100
Number of attendees at training sessions	743

The Library in the classrooms

Number of electronic resources available in classrooms (Virtual Library)	29,421
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Annual figures



THE UOC LIBRARY IMPROVES ACCESS TO ELECTRONIC RESOURCES THANKS TO SUMMON, AND FULL TEXT DOWNLOADS DOUBLES SINCE LAST YEAR'S.



2. STUDENT SERVICES

QUERIES

Questions, suggestions, complaints	179,148
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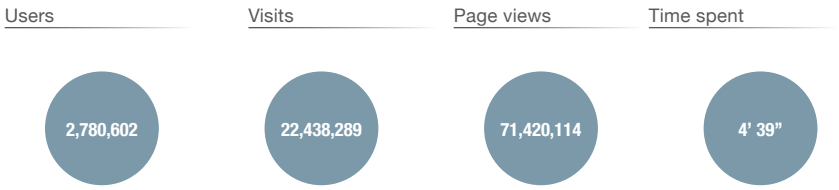
TWITTER SERVICE CHANNEL

Queries	7,085
Official communications (tweets)	184
Followers (July 2012)	6,478



3. THE VIRTUAL CAMPUS

USAGE STATISTICS



COMMUNICATION CHANNELS AND STUDENT PARTICIPATION

Number of news items published	1,021	Number of forums (July 2012)	381
News area users	94,963	Average number of threads posted in forums monthly	1,945
Personalized messages	462	Number of users of the SMS-Mobile Marks service	21,369
Editions of the academic newsletter	16	"Questions and Answers" users	12,754
Average number of subscribers	19,623	Number of questions posted	1,401



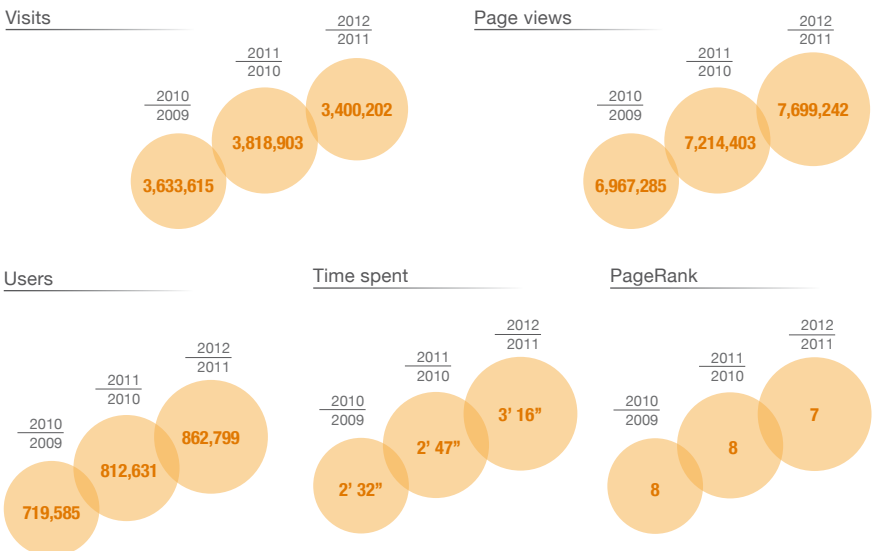
OVER 12,000 USERS PARTICIPATE IN THE NEW "QUESTIONS AND ANSWERS" SERVICE. IT GETS OVER 1,000 QUESTIONS DURING THE FIRST YEAR OF EXISTENCE.

www

4. THE UOC'S WEBSITE

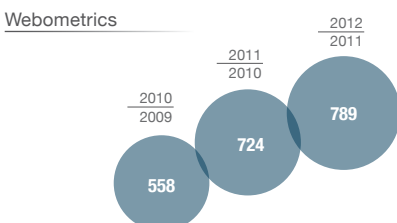
4.1. EVOLUTION OF THE MAIN INDICATORS OF THE WEBSITE'S RANKING

Comparison from highest-traffic month (March)



4.2. RANKINGS OF THE UNIVERSITY'S WEBSITES

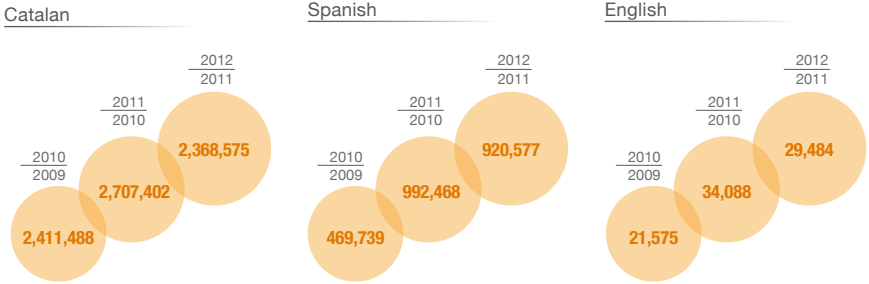
As of 31 July



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.

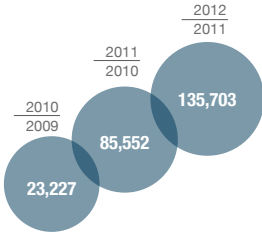
4.3. NUMBER OF VISITS BY BROWSING LANGUAGE

Comparison from highest-traffic month (March)



4.4. EVOLUTION OF THE NUMBER OF VISITS FROM MOBILE DEVICES

Comparison from highest-traffic month (June)



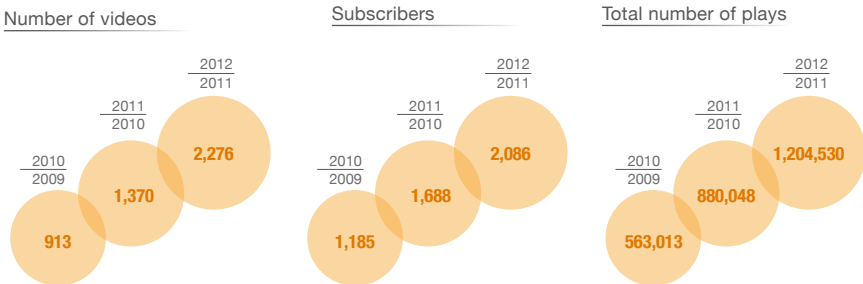

**VISITS FROM MOBILE DEVICES
 INCREASES BY 150% OVER THE
 PREVIOUS YEAR.**



5. OPEN ACCESS TO KNOWLEDGE

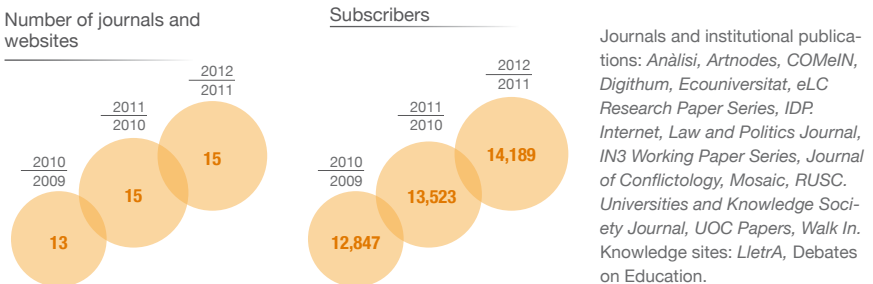
5.1. THE UOC'S YOUTUBE CHANNEL

As of 31 July



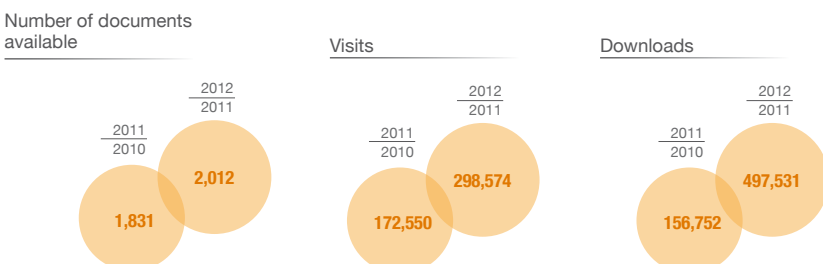
5.2. JOURNALS, INSTITUTIONAL PUBLICATIONS AND KNOWLEDGE SITES

As of 31 July



5.3. THE "O2, THE 'OBERTA' IN OPEN ACCESS" REPOSITORY

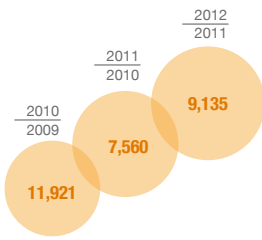
The O2 repository was launched in February 2010. Cumulative figures



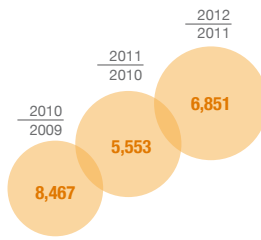
5.4. OPENCOURSEWARE

Comparison from highest-traffic month (February). Source: Nielsen (Universia.es website)

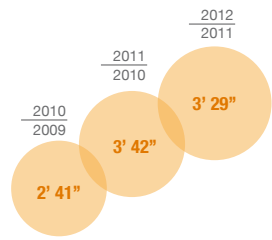
Visits



Users



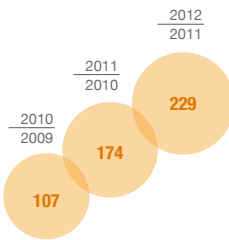
Time spent



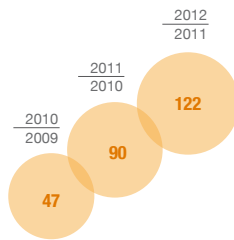
5.5. EDITORIAL UOC

As of 31 July

Books



Reprints



EDITORIAL UOC: WEBSITE

www.editorialuoc.cat

Visits

6,413

Users

5,484

Time spent

12' 10"



6. THE SOCIAL UOC

As of 31 July



FACEBOOK

	2010 2009	2011 2010	2012 2011
Time spent	5	7	11
Followers	4,389	9,322	13,701
Number of monthly interactions	275	254	259



www.facebook.com/uoc.universitat



TWITTER

	2012 2011
Number of active UOC Twitter accounts	38
Followers of @UOCuniversitat, @UOCuniversidad and @UOCuniversity	20,645
Tweets sent	1,379

CATALAN

Tweets: 793
Retweets: 534
Clicks: 8,903

SPANISH

Tweets: 525
Retweets: 358
Clicks: 4,514

ENGLISH

Tweets: 61
Retweets: 19
Clicks: 61



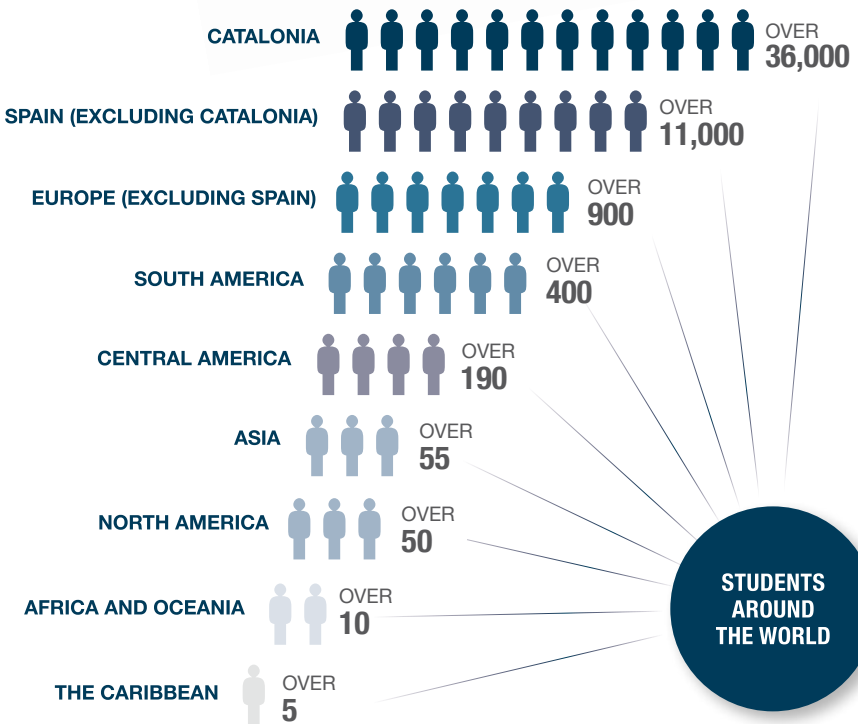
www.twitter.com/UOCuniversity



LINKEDIN ALUMNI

	2010 2009	2011 2010	2012 2011
Members	863	1,893	2,885

04. THE UOC IN THE WORLD





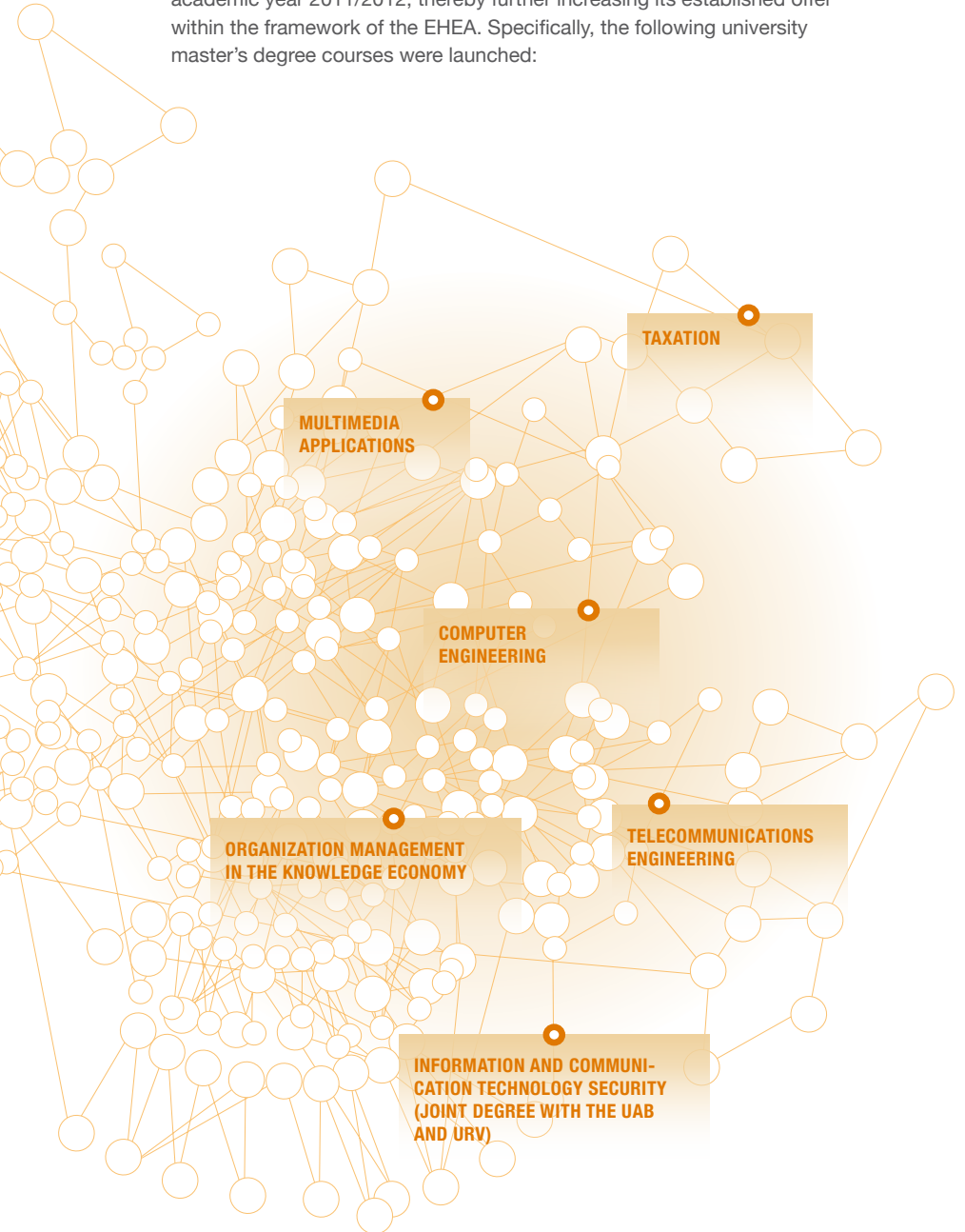
INTERNATIONAL NETWORKS

- ACA** (Academic Cooperation Association)
- AUF** (Agence Universitaire de la Francophonie)
- AUIP** (Asociación Universitaria Iberoamericana de Posgrado)
- CALED** (Instituto Latinoamericano y del Caribe de Calidad en Educación Superior a Distancia)
- CASE** (Council for Advancement and Support of Education)
- CINDA** (Centro Universitario de Desarrollo)
- CREAD** (Consortio Interamericano de Educación a Distancia)
- EADTU** (European Association of Distance Teaching Universities)
- EARMA** (European Association of Research Managers and Administrators)
- EDEN** (European Distance and E-Learning Network)
- EDUCAUSE**
- EFQUEL** (European Foundation for Quality in E-Learning)
- ENOHE** (European Network for Ombudsmen in Higher Education)
- EOMED** (Espace Numérique Ouvert pour la Méditerranée)
- EPUF** (Euromed Permanent University Forum)
- EMUNI** (European-Mediterranean University)
- ESMU-HUMANE** (Heads of University Management and Administration in Europe)
- EUA** (European University Association)
- EUCEN** (European Universities Continuing Education Network)
- EUNIS** (European University Information Systems)
- GUNI** (Global University Network for Innovation)
- IAU** (International Association of Universities)
- IAUP** (International Association of University Presidents)
- ICDE** (International Council for Open and Distance Education)
- IMHE-OECD** (Institutional Management in Higher Education)
- IMS GLOBAL LEARNING CONSORTIUM**
- NAFSA** (Association of International Educators)
- NMC** (New Media Consortium)
- OBHE** (The Observatory on Borderless Higher Education)
- OCW** (Open Course Ware consortium)
- OERu** (Open Educational Resources university)
- RECLA** (Red de Educación Continua de América Latina y Europa)
- REDDU** (Red de Defensores, Procuradores y Titulares de Organismos de Defensa de los Derechos Universitarios)
- Talioires Network**
- UPA** (Usability Professionals' Association)

05. TEACHING AND QUALITY

DESIGN AND DEPLOYMENT OF QUALIFICATIONS IN THE EHEA

The UOC offered several new university master's degree courses in the academic year 2011/2012, thereby further increasing its established offer within the framework of the EHEA. Specifically, the following university master's degree courses were launched:



The UOC has moreover continued to offer existing bachelor's and university master's degree courses, bringing the UOC's full EHEA-compliant offer up to a total of 15 bachelor's degree courses and 13 university master's degree courses for the academic year 2011/2012.



ADAPTATION OF THE INTERNAL QUALITY ASSURANCE SYSTEM TO THE ENTIRE UOC-SPECIFIC OFFER.

QUALITY

ADAPTATION OF THE QUALITY MANUAL OFFER

The UOC is seeking to expand the scope of its quality assurance tools and mechanisms to include the entire UOC-specific offer. The first step towards achieving this goal was to adapt the AQU Catalunya-certified Internal Quality Assurance System Manual to the processes established for the UOC-specific offer so as to enable the necessary assessments.

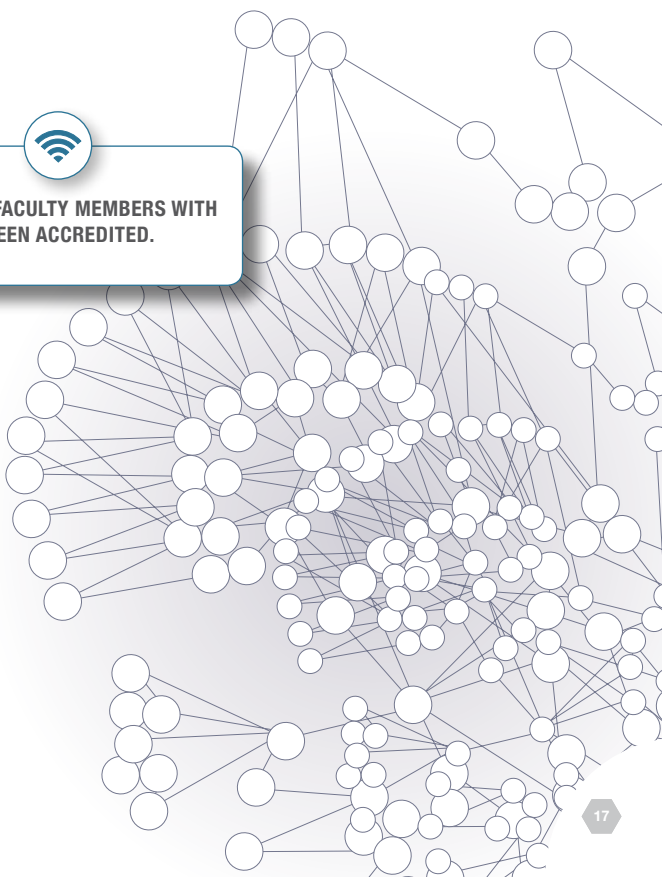
The implementation of the adapted manual was supplemented with the creation of a specific template for the design and monitoring of UOC-specific qualifications. Over the academic year 2012/2013, two pilot tests will be conducted to enable the initial roll-out of these tools and, therefore, broaden the scope of the UOC's quality assurance systems to encompass its entire offer.

SECOND CALL FOR FACULTY EVALUATIONS

The academic year 2011/2012 saw the second ordinary call in 2011 for evaluations of UOC faculty teaching activity. A total of 50 lecturers participated in the call. Following the evaluation, the number of UOC lecturers whose teaching work has been positively evaluated has risen to 55.5%.

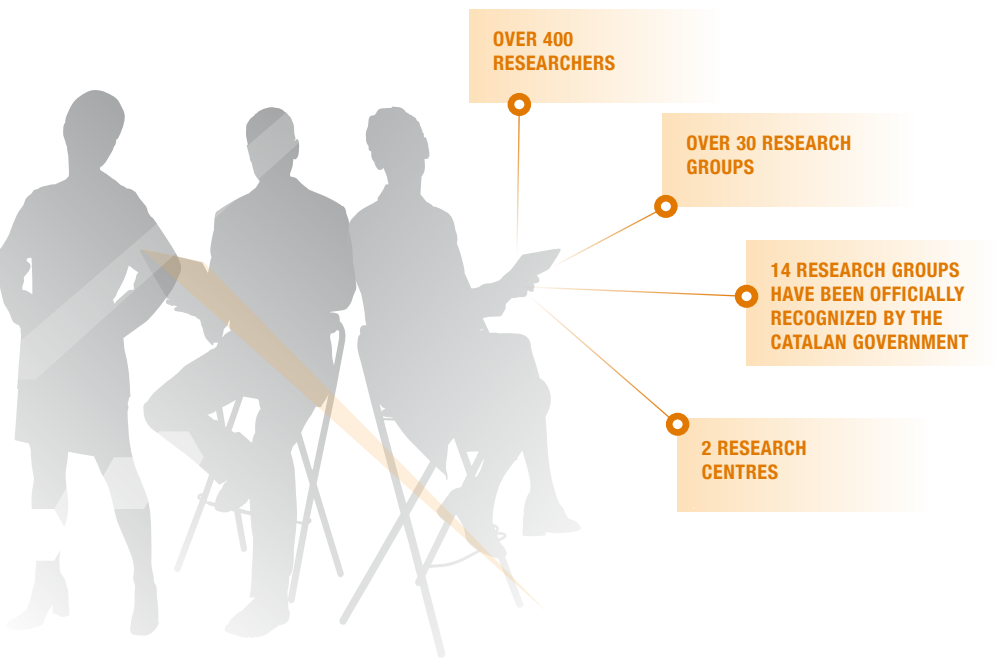


64% OF UOC FACULTY MEMBERS WITH PHDS HAVE BEEN ACCREDITED.



06. RESEARCH, TRANSFER AND INNOVATION

The UOC's research, innovation and transfer activities are developed by over 400 researchers. These researchers are organized into more than 30 research groups linked to the university's departments or one of its two research centres (the Internet Interdisciplinary Institute and the eLearn Center). Among these groups, 14 were officially recognized in the Catalan government's last call in 2009.



Over this academic year, work has continued to introduce the Director Plan to promote high quality research and innovation. The Office of the Vice President for Research and Innovation has three boards to oversee and support development of the university's research activities.

RESEARCH BOARD	PUBLICATIONS BOARD	ETHICS BOARD
Draft and publish the UOC Research Methodology Map.	Draft the Quality Plan for each of the UOC's scientific journals.	Draft and publish the Kit of Resources for Ethics in Research.

3rd RESEARCH CONFERENCE

This conference is designed for all of the UOC's faculty, researchers and administrative staff. It aims to share research strategies and practices linked to scientific publications, projects, telematic networks and knowledge transfer. This year's conference focused on reflecting and sharing knowledge on methodological approaches in research.

UOC RESEARCH AND TRANSFER SUPPORT OFFICE (OSRT)

The OSRT's mission is to continue to improve the service it offers to the university's research, development and innovation staff. With this in mind, it has developed a series of activities:

Reorganization and improvement of the design of the *Research and Innovation* tab on the UOC portal, adapting it to current needs and aiding access to the information available. The content has also been updated with a new sidebar menu structure that helps users find what they are looking for.

Training and information sessions with experts in different subjects relating to the research, development and innovation activities. These events are organized into two series. 'Expert-a-Net' is held online and streamed in real time and 'Thursdays with the OSRT' are in-person chats held on the last Thursday of each month.

The technology monitoring service provides research, development and innovation staff with useful, interesting and up-to-the-minute information on how their activity is developing, with tools such as the custom specialist newsletters.

The Innovation programme manages over 25 innovation projects, including Open Apps, a strategic interdisciplinary project that aims to offer an open environment for all the main resources, applications and other innovative solutions developed at the UOC and destined for use in teaching or to improve management processes.

Dissemination of research, development and innovation activities by catalyzing new channels including social networks such as Twitter, Facebook and LinkedIn that let university staff keep in contact and interact with other people working in the same field.

DATA

Projects	Articles in scientific journals	Books	Book chapters	Contributions to conferences
142	124	25	156	256
Research groups	Doctoral theses defended	Doctoral grants		
41	11	28		

RESEARCH INSTITUTES

eLEARN CENTER (eLC)

Web_ <http://elearncenter.uoc.edu>

Director of the eLC_ Begonia Gros (until January 2012), Albert Sangrà | **eLC Scientific Committee_** Terry Anderson, Ferran Ruiz, Insung Jung, Martha Stone, Sarah Guri-Rosenblit, Betty Collis

The eLearn Center promotes training, research and transfer in the field of e-learning through the following programmes and activities:

2009-2012 research programme: Time Factor in e-Learning

Education and ICT (e-Learning) course

Doctoral course in Education and ICT (e-Learning)

Regular publication: eLC Research Paper Series (<http://elcrps.uoc.edu>)

National and international research projects

Publication of reports: *Horizon Report 2012 Iberoamerican Edition*, in collaboration with the New Media Consortium (<http://elchr.uoc.edu>); *Towards an Inclusive Definition of e-Learning* (<http://elconcept.uoc.edu>)

eLC Research Fellows Programme

Pre- and postdoctoral research fellowships

Seminars and conferences

International visiting scholars programme

INTERNET INTERDISCIPLINARY INSTITUTE (IN3)

Web_ <http://in3.uoc.edu>

Director of the IN3_ Dr. Manuel Castells | **Scientific Committee for Research and Doctoral Studies_** Martin Carnoy (chair), Betty Collis, William Dutton, Jerry Feldman, Miguel Ángel Lagunas, Vicente López, Robin Mansell, Guido Martinotti, Vicenç Navarro, Marina Subirats, Xavier Vives, Rosalind Williams.

In order to foster the creation and consolidation of research networks and the exchange of knowledge between members of the research community, the IN3 carries out the following activities:

Calls for research fellows

Calls for visiting lecturers

Calls for postdoctoral researchers

Publication of Working Papers

Organization of research seminars, workshops and international conferences

Doctoral course

The doctoral course in the Information and Knowledge Society offers a limited number of fellowships for full-time students, as well as places for students seeking to pursue their doctoral degree online part time.

CHAIRS

UOC CHAIR IN MULTILINGUALISM

Web_ <http://catedramultilinguisme.uoc.edu>

Director_ Miquel Strubell | Executive Secretary_ Joan Pujolar | Director of Teaching Department_ Maite Puigdevall

MISSION

Thanks to the agreement between Linguamón-Casa de les Llengües and the UOC, until the closing of Linguamón at the end of 2011, the Chair has worked to promote a conceptualization of language diversity that is sustainable, equitable and functional. Here at the Chair, which forms part of the UOC's Arts and Humanities Department, we promote research, training, information and documentation activities related to multilingualism as a means for social and economic development.

ACTIVITIES

- » Coordination of the EUNoM network of European universities (<http://eunom.uoc.edu>).
- » Publication and presentation of the booklet *Resultats del model lingüístic escolar de Catalunya* [Results of Catalonia's School Language Model].
- » Publication and presentation of the book *Mercat global i mercat local: implicacions per al multilingüisme de l'empresa* [Global Market and Local Market: Implications for Companies' Multilingualism].
- » Publication of the reader *La voluntat de comunicar, objectiu de les aules de llengües* [Willingness to Communicate, Aim of the Language Classroom] in Catalan.
- » Publication and mass distribution of the quadrilingual booklet *El multilingüisme a les empreses catalanes* [Multilingualism at Catalan Companies].
- » Publication of the collection *Documents internacionals sobre multilingüisme. Volum 3* [International Documents on Multilingualism. Volume 3].
- » Leadership of the international Neophon research project.
- » Coordination of the postgraduate course in Management of Linguistic and Cultural Diversity.

UNESCO-FFCB-UOC CHAIR IN SPORT

Website_ <http://w.uoc.edu/sports-chair>

Director_ Dr Eduard Vinyamata

MISSION

The Chair in Sport as a Tool for Social Coexistence and Conflict Resolution arose as a joint initiative of UNESCO, the FC Barcelona Foundation (FFCB) and the UOC. Its primary aim is to foment social cohesion through the practice of sport and to serve as a tool for promoting peaceful coexistence. It sponsors academic courses, such as the Master's Degree Course in Sport for Social Coexistence and Conflict Resolution, as well as research and knowledge dissemination activities. The Chair helps students master procedures, attitudes and skills that will allow them to use the practice of sport as a tool for educational intervention and the transmission of values in highly conflictive contexts marked by poor social coexistence. The courses aim to teach students how to use sport as a socializing tool.

ACTIVITIES

- » The UNESCO-FFCB-UOC Chair is currently a member of: the International Peace Bureau, Association Sport et Citoyenneté, DARE and the International Sociology of Sport Association (ISSA-AISS).
- » Participation in the working session on sport and peaceful coexistence at the 5th International Congress on Conflictology.
- » Research group on sport and conflicts at the CREC-IN3 research institute.

UNESCO CHAIR IN E-LEARNING

Website_ <http://unescochair.uoc.edu>

Blog_ <http://unescochair.blogs.uoc.edu>

Twitter_ <https://twitter.com/UOCunescochair>

Facebook_ <http://www.facebook.com/UOCunescochair>

Executive management_ Emma Kiselyova | Academic management_ Julià Minguillón | Technical coordination_ Jordi Cornet

MISSION

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

ACTIVITIES

Eighth International Seminar. This year's seminar sought to examine the functions and development of teachers under the slogan "Teacher training: reconsidering teachers' roles".

07. FINANCIAL REPORT

OPERATING INCOME



	UOC TEACHING	IN3 RESEARCH	UOC PROJECTS	TOTAL FUOC
Net turnover	60,529,293.48	1,208,403.59	1,297,728.20	63,035,425.27
Non-core income	14,000.00	0.00	0.00	14,000.00
Operating grants	26,250,105.74	2,710,489.77	0.00	28,960,595.51
Capital grants, donations and legacies	9,790,945.95	0.00	0.00	9,790,945.95
Donations	32,550.47	0.00	0.00	32,550.47
Work done for fixed assets	134,680.98	0.00	0.00	134,680.98
Over-provision and allocation of provisions	464,325.24	59,604.85	0.00	523,930.09
Other income	-6,577.47	15.34	0.00	-6,562.13
TOTAL OPERATING INCOME	97,209,324.39	3,978,513.55	1,297,728.20	102,485,566.14

OPERATING EXPENSES



	UOC TEACHING	IN3 RESEARCH	UOC PROJECTS	TOTAL FUOC
Grants awarded	959,037.56	12.50	0.00	959,050.06
Supplies	2,098,954.91	0.00	155.79	2,099,110.70
Personnel expenses	32,842,163.06	3,041,113.04	294,191.23	36,177,467.33
Provision for depreciation and amortization	10,922,705.85	0.00	0.00	10,922,705.85
Impairment losses and other period provisions	846,314.90	0.00	0.00	846,314.90
Outside services	49,222,428.71	2,110,330.29	772,823.70	52,105,582.70
Taxes	67,512.44	0.00	0.00	67,512.44
Other expenses	115,343.92	7,031.28	0.00	122,375.20
TOTAL OPERATING EXPENSES	97,074,461.35	5,158,487.11	1,067,170.72	103,300,119.18

RESULTS

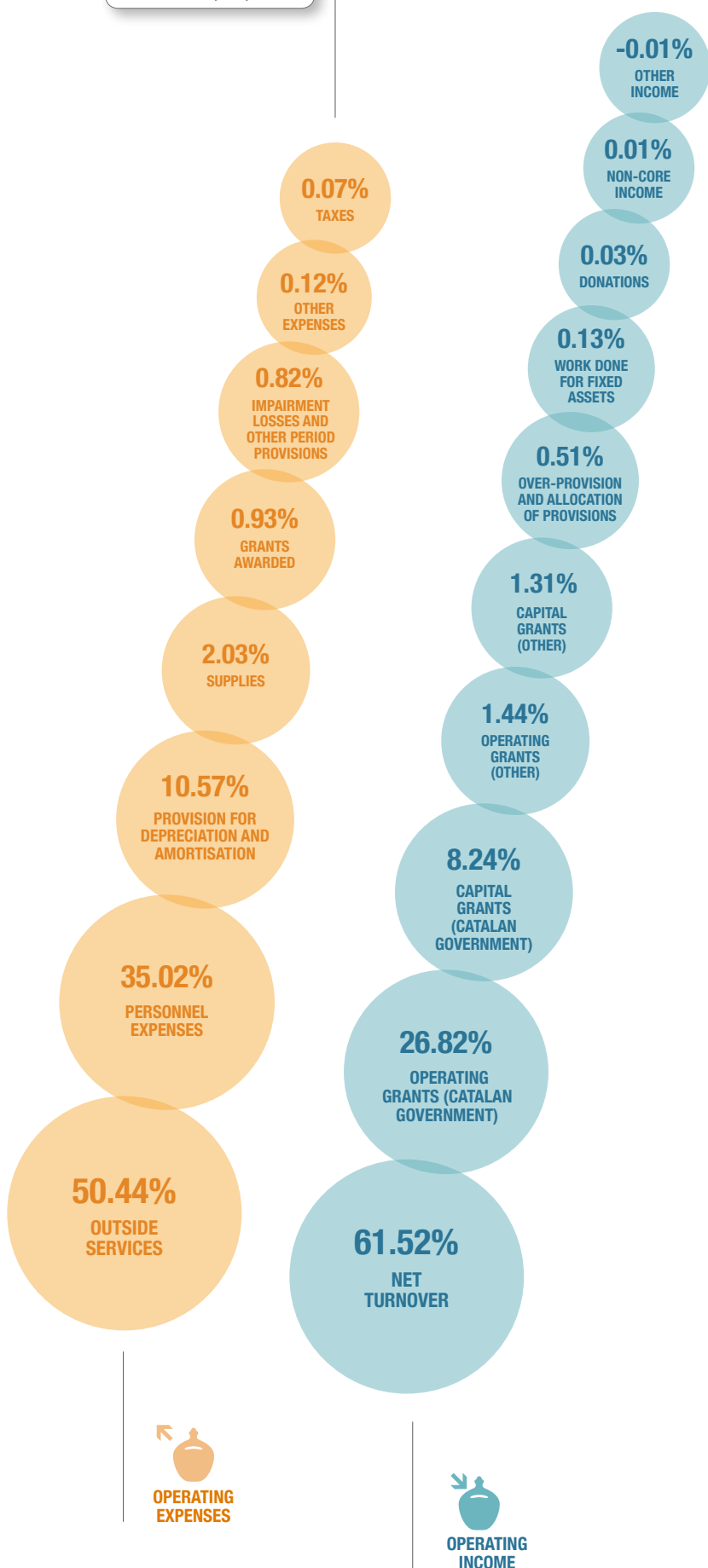
	UOC TEACHING	IN3 RESEARCH	UOC PROJECTS	TOTAL FUOC
OPERATING PROFIT/(LOSS)	134,863.04	-1,179,973.56	230,557.48	-814,553.04
Financial income	532,484.04	0.00	0.00	532,484.04
Financial expenses	329,725.84	2,077.38	0.00	331,803.22
FINANCIAL PROFIT/(LOSS)	202,758.20	-2,077.38	0.00	200,680.82
PROFIT/(LOSS) BEFORE TAX	337,621.24	-1,182,050.94	230,557.48	-613,872.22
Corporate income tax	0.00	0.00	0.00	0.00

PROFIT/(LOSS) FOR THE YEAR	337,621.24	-1,182,050.94	230,557.48	-613,872.22
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Figures in euros

TOTAL: € 102.485.566,14

TOTAL: € 103,300,119.18



OPERATING EXPENSES



OPERATING INCOME

Annual financial statements prepared pursuant to the new chart of accounts applicable to foundations and associations subject to Catalan law. (Decree 259/2008, of 23 December 2008).

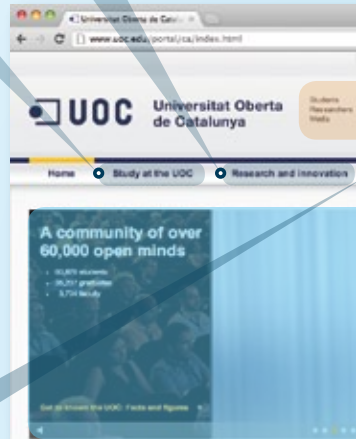
08. NEW PORTAL, NEW FORUMS, NEW TOOLS AND NEW SERVICES

STUDY AT THE UOC

- » **Educational offer**
<http://studies.uoc.edu/study-at-the-uoc>
- » **International Graduate Institute**
<http://iip.uoc.edu>

RESEARCH AND INNOVATION

- » **Research**
<http://research.uoc.edu>
- » **Internet Interdisciplinary Institute (IN3)**
<http://in3.uoc.edu>
- » **eLearn Center (eLC)**
<http://elearncenter.uoc.edu>



OPEN KNOWLEDGE

<http://w.uoc.edu/open-knowledge>

- » **Virtual Library**
<http://biblioteca.uoc.edu>
- » **O2, the 'Oberta' in open access institutional repository**
<http://openaccess.uoc.edu>
- » **Open Apps, teaching experiences and applications**
<http://open-apps.uoc.edu>
- » **Journals**
<http://w.uoc.edu/academic-journals>
- » **Online knowledge forums**
<http://w.uoc.edu/networked-spaces>
- » **OpenCourseWare**
<http://ocw.uoc.edu>



QUICK LINKS IN THE FOOTER

- » **Contacts and communities**
- » **Departments, institutes, schools and chairs**
- » **Study at the UOC**
- » **The UOC worldwide**
- » **Resources and services**
- » **About the website**
- » **Open minds**
- » **Social networks**



BROWSING BY USER PROFILE

- » **Students**
<http://w.uoc.edu/students/>
- » **Researchers**
<http://research.uoc.edu>
- » **Alumni**
<http://alumni.uoc.edu>
- » **Companies**
<http://w.uoc.edu/companies/>
- » **Press**
<http://press.uoc.edu>

LIVE THE UOC!

Online and offline activity of the UOC community

<http://w.uoc.edu/live-the-uoc>

- » **Agenda**
- » **Social networks**
- » **Blogs**
- » **Videos**
- » **Open minds**
- » **UOC&Plugged**
- » ...



THE UNIVERSITY

<http://w.uoc.edu/university>

- » **Get to know the UOC**
<http://w.uoc.edu/get-to-know-the-uoc>
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<http://rectora.uoc.edu>
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- » **UOC TV**
<http://w.uoc.edu/tv>
- » ...

HIGHLIGHT

- » **News**
- » **Interviews**
- » **Testimonials**
- » **Educational offer**
- » **Hallmarks**

NEWS

- » **Highlights**
- » **Quicklinks**
- » **Courses**

THE UOC ON SOCIAL NETWORKS

- » **Blogs**
- » **Twitter accounts**
- » **Facebook pages**
- » **The UOC community on LinkedIn**
- » **Images on Flickr**
- » **Videos on YouTube**
- » ...



09. THE UOC IN YOUR POCKET

THE PORTAL

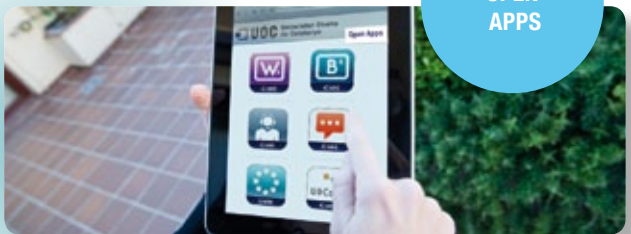


YOU CAN ACCESS FROM ANYWHERE AND AT ANY TIME.

THE VIRTUAL CAMPUS



OPEN APPS



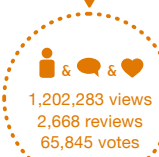
RESOURCES AND APPLICATIONS TO HELP IMPROVE AND OPTIMIZE TEACHING AND MANAGEMENT PROCESSES.

THE CHALLENGE: HAVE YOU GOT AN IDEA TO RETHINK THINGS?

Social learning Urban Planning Health Finances Resources Wikieconomy Governance Communication



DID YOU TAKE PART IN THE CHALLENGE?



FIRST PHASE

1,455 registrations on mentsobertes.uoc.edu/plug and a total of 721 ideas.



Presentation of the UOC & PLUGGED Festival at the Moritz Brewery with more than 400 people in attendance.



SECOND PHASE

UOC Talent is born on 3/6/12
112 drafts



19 Workshops and 2 Plug Sessions involving experts and a total of 400 attendees.

THIRD PHASE

40 finalists with great potential



PRIZES:
master's degree, specialization and training courses.
Stays in the UK.
Support from ACC10
Publicity
...

- » 3,000 participants
- » 10 million impressions
- » 11,500 interactions on Twitter
- » 184,000 new references to the UOC on Google
- » 22,000 views on the YouTube channel
- » And more.

Discover the 8 WINNERS
openminds.uoc.edu/plug





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Dr Imma Tubella



**Vice President for
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Dr Teresa Sancho



**Vice President for Postgraduate
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**Vice President for
Technology**
Dr Llorenç Valverde



General Manager
Dr Òscar Aguer



Contents

01. INTRODUCTION

01

02. THE YEAR AT A GLANCE

02

03. THE UOC IN FIGURES

06

04. THE UOC IN THE WORLD

14

05. TEACHING AND QUALITY

16

06. RESEARCH, TRANSFER AND INNOVATION

18

07. FINANCIAL REPORT

22

08. NEW PORTAL, NEW FORUMS, NEW TOOLS AND NEW SERVICES

24

09. THE UOC IN YOUR POCKET

26

10. UOC&PLUGGED

27

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