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

The Board of Trustees was subsequently joined by the Generalitat de Catalunya (Catalonian Autonomous Government), which holds the majority of votes, and later by the Fundació Enciclopèdia Catalana, the Fundación Lara and the Fundación Telefónica.

The constitutive process continued with the unanimous approval of the Law of Recognition of the UOC (Law 3/1995, of April 6th) and the corresponding publication of that law in the Official Gazette of the Generalitat (DOGC) of 21 April 1995.

Board of Trustees of the FUOC

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

Members of the Board of Trustees

Claudi Alsina i Català
Director-General of Universities, replaced by Ramon Vilaseca i Alavedra on 26th February 2004
Vocal

Joaquim Casal
Director-General of Research, replaced by Francesc Xavier Hernández i Carmona on 13th February 2004
Vocal

Francesc Cabrè
President of the Chamber of Commerce of Reus
Vocal

Vicenç Villatoro
Director-General, Corporació Catalana de Ràdio i Televisió, replaced by Joan Majo i Cruzate on 26th February 2004
Vocal

Pere Riñá
Director, Caixa de Sabadell
Vocal

Miquel Valls
Chairman-Chamber of Commerce of Barcelona
Vocal

Antoni Fernández Teixidó
Minister of Employment and Industry, replaced by Josep Maria Rañé i Blasco on 16th March 2004
Vocal

Raimon Carrasco
Chairman of the Fundació Enciclopèdia Catalana
Vocal

Carme-Laura Gil
Minister of Education, Generalitat de Catalunya, replaced by Marta Cid on 24th February 2004
Vocal

José Manuel Lara Bosch
President of the Fundación José Manuel Lara
Vocal

Jordi Alvinyà i Rovira
Secretary of Telecommunications and the Information Society, Generalitat de Catalunya, replaced by Oriol Ferran i Riera on 26th February 2004
Vocal

Fernando Villalonga
Director-General of Fundación Telefónica
Vocal

Gabriel Ferraté
Rector, Universitat Oberta de Catalunya
Vocal

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

Enrique Alcántara
Secretary, Foundation for the Universitat Oberta de Catalunya
Vocal

* They have no voting rights
The Standing Committee of the Board

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

Members of the Standing Committee of the Board

Claudi Alsina i Català
Director-General of Universities, replaced by Ramon Vilaseca i Alavedra en fecha on 26th February 2004
Chairman
Vicenç Villatoro
Director-General, Corporació Catalana de Ràdio i Televisió, replaced by Joan Majó i Cruzate on 26th February 2004
Vocal
Pere Rifà
Director, Caixa de Sabadell
Vocal

The FUOC Council

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

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

It is made up by - in addition to the Rector of the UOC and the Director of the FUOC - representatives from the Catalan Parliament (2), the public universities (4), employers’ associations (2) and trade unions (2), and various personalities from the fields of research and culture. It is therefore widely representative of Catalan society, which the University, given that it is a public service, has the determination and the duty to serve.

Members of the FUOC Council

Ministers-representatives appointed by the Catalan Parliament:
Josep Laporte
Ex-commissioner for Universities and Research
Joan Majó
Councillor of the European Institute for the Media
Councillors-representatives of Catalan public universities appointed by the Inter-university Council of Catalonia (Conseil Interuniversitari de Catalunya):
Joan Battle
Rector, University of Girona (UdG)
Joan Tugores
Rector of the University of Barcelona
Rosa Maria Virós
Rector of the Pompeu Fabra University
Lluís Arola
Rector of the Rovira i Virgili University (URV)
Councillors-representatives appointed by the most widespread lawfully-constituted employers’ associations in Catalonia:
Josep A. Díaz Salanova
Vice President of Foment
Lluís Godayol
Representative of PIMEC

Councillors-representatives appointed by the most representative lawfully-constituted trade unions in Catalonia:
César López Sánchez
Representative of Comissions Obreres (CCOO)
Jordi Fayos i López
Representative of UGT

It is assisted by the FUOC Council, its highest body of collegial government, whose function is to orient, plan and evaluate university activity, and to lay down the main lines of action of the University in all its spheres.

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

Members of the Governing Council of the UOC

Gabriel Ferraté
Rector
Carles Sigalés (from September 2003)
Vice Rector for Faculty and Academic Policy
Imma Tubella (until January 2004)
Vice Rector for Research
Francès Vaiverdú
Vice Rector for Educational Methodology and Innovation (also in charge of the Vice Rectorate for Research from January 2004)

Jordi Alinyà i Rovira
Secretary of Telecommunications and the Information Society, Generalitat de Catalunya, replaced by Oriol i Riera on 26th February 2004
Vocal
Gabriel Ferraté
Rector, Universitat Oberta de Catalunya*
Xavier Aragay
Director, Foundation for the Universitat Oberta de Catalunya*
Enrique Alcàntara
Secretary, Foundation for the Universitat Oberta de Catalunya*

* They have no voting rights

The Governing Council of the UOC

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

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Vice Rector for Research
Francès Vaiverdú
Vice Rector for Educational Methodology and Innovation (also in charge of the Vice Rectorate for Research from January 2004)

Joan Fuster
Vice Rector for Cultural Action and Relations
Francisco Rubio
Vice Rector for International Relations
Xavier Aragay
Administrator

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Business Advisory Council of the UOC

On 1st April the Business Advisory Council of the UOC was established, made up by high-ranking business management from the spheres of enterprise and economics in Catalonia and Spain. This Council, which makes its appearance as an innovation in the Spanish sphere, seeks to contribute to the debate about the strategies and activities necessary for making possible the access of business professionals to the educational system at any time in their professional lives, and for facilitating, in this way, the updating of their competencies throughout their careers.

Innovation, training, and knowledge are, today, the three basic pillars for the progress of our societies and enterprises. And this is even more true at a time of considerable development and dissemination of the new technologies, and in particular ICTs, which are developed in global markets. The market in which innovative businesses operate is also global, even when these are small or medium-sized.

The UOC has understood that both the teaching model and the transfer of knowledge must form part of this context. New needs must be met, and this must be done in a different manner, both in respect of the very concept of the university and in respect of the integration of the institution in the scientific and business network. These are not worlds advancing in a parallel fashion, but rather are totally interconnected.

The Business Advisory Council, through the assessment that it offers, will contribute to, among others, the following:

- Favouring the access of the UOC to the world of business and responding to its needs.
- Possessing a thorough knowledge of the process in which these needs are generated.
- Providing a more direct knowledge of, and an increased access to, the institutional, economic, scientific, and technological network, both at the national and the international levels.
- Helping to disseminate the innovative proposal that the UOC embodies, by laying particular emphasis on its business activity.

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

Organisational Structure

Development of the Norms for Organisation and Functioning

The Norms for Organisation and Functioning (NOF) constitute the norms by which the UOC is regulated and establish the criteria by which the institution must carry out its function (mission, principles, and objectives), as well as how it is governed and organised internally (Governing Bodies and University Structures) and how it promotes the free and responsible participation in the life of the University (University Community) of those who make up the Universitat Oberta de Catalunya.

In this course, progress was made in the development of the new NOF, with a special emphasis being placed on the consolidation of the student representative bodies. In June 2004 elections were held for the students’ representatives at the Faculty Committees, and, in the case of the Main Campus, the Support Centre Committees.

Previously, on 31st March 2004, the Governing Council of the University had approved the Electoral Norms of the UOC and the Rules for the Organisation and Functioning of the Faculty and Support Centres Committees.

The UOC renewed the NOF on the basis of the new state-wide Law of Universities (LOU) of 2001 and the Law of Universities of Catalonia (LUC) of February 2003. These renewed NOF were approved by the Government of the Generalitat (Autonomous Government of Catalonia) and subsequently published in the DOGC (Official Gazette) on 4th November 2003.

The Organisation

The UOC, as an organisation, has grown, diversified, and become more complex. This reality has caused it radically to change the way in which it organises its activities, such that it is in a process of constant evolution.

This activity is carried out around three main axes: teaching, research, and social dissemination.

Through its teaching activity, the UOC seeks to establish itself as a world reference-point in the sphere of distance training.

Through its research activity, the UOC seeks to lead the study of the impact that the intensive use of the new information and communications technologies has on society.

The social dissemination of knowledge is also an essential activity, and is carried out through the portal of the University, the Editorial UOC, and activities such as gatherings, congresses, and seminars.
The UOC’s Model of Excellence

The UOC seeks to be an institution that will excel in each of the services it renders. In order to achieve this goal, the UOC provides itself with the policies and tools proper to universities and institutions renowned for their quality.

The entirety of the policies, systems and tools of its own that the UOC has set in motion is what is known as its model of excellence.

This model applies to any of the areas of the UOC, whether in the institutional sphere or in that of a specific activity.

This academic year, there has come into service the data warehouse of the UOC, with a total of twenty reports available and more than one-hundred-and-fifty indicators. At present a total of fifty people have access to it and it is envisaged that the volume both of people will increase.

Also during the academic year 2004-2005 the command structure project got under way, and it is foreseen that it will come into service after the 2004-2005 academic year. This group of tools is intended to allow the possession of the key indicators that contribute to decision-making. The surveys of student satisfaction have been revised and a new institutional survey questionnaire has been elaborated, as well as an internal work area for sharing these results called La veu de l’estudiant (The Voice of the Student).

Academic Structure

Academic structure and management structure are the two elements on which turn the strategic leadership and the day-to-day responsibility of the University.

Management Structure

Administrator’s Office
Xavier Aragay
Administrator
Carles Esquerré
Deputy Administrator
Josep Salvatella
Head of Planning and Quality

Offices
Sergi Cuadrado
Administrator’s Office
Josep Maria Oliveras
Director of the Rector’s Office

Heads of Area
Lourdes Anglés
Economy
Toni Brunet
Communication
Assumpta Civit
Human Resources
Conxita Marlés
Marketing
Francesc Noguera
Technology
Adoració Pérez
Library
Genis Roca
University Community
Albert Sangrà
Methodology

Administrator of the Internet Interdisciplinary Institute (IN3)
Mireia Riera

Administrator of Recognised Degrees
Josep Riera

Directors of Operating Groups
Magí Almirall
Development of Intranets
Carles Cortada
Organisational Design and Management of the Professional Team

Marta Enrech
Digital Library
Israel García
Digital Production
Esther Gonzalvo
Communication with the Student
Isabel Guinovart
Secretary
Josep Izquierdo
Finance and Fiscal Management
Juanjo Martí
Computer Applications for Management
Antoni Martínez
Operational Marketing
Pedro Mingueza
Technological Infrastructures
Jaume Moregó
Institutional Relations and Management of Activities
Rosa Otero
Budget Management
Ángels Paredes
Development of the Professional Team
Carles Ramírez
Teaching Co-ordination and Management
Patricia Riera
Documentation Services
Lluís Rius
Publishing and Dissemination Projects
Antoni Romero
Territorial Services
Antoni Roure
Telecommunications
Imma Sánchez
Linguistic Service
Núria Soler
Management of Bibliographic Material
Juan Antonio Taboada
Infrastructures and Logistics
Maria Taulats
Information for Management

Head of the Latin American Division
Antoni Cauñer

In regard to academic structure, which is dealt with in detail in the chapter about the activities of the UOC, the University’s own teaching staff is the central element. The UOC’s own teaching staff are in charge of the academic supervision of all the undergraduate, graduate, post-graduate and third-cycle training programmes that the University offers, as well as of continuing education. The UOC’s own teaching staff also is in charge of the co-ordination of a web of more than 1,500 counsellors and tutors, who are responsible for guiding the learning process and the attainment of the educational objectives of the students of the University.
which broadenings have been made in teaching activity management tools, in It is worth stressing the consolidation of Computer Applications for Management with three million messages a month. provides more than fifty services, and deals in operation and thirteen sub-networks, UOC has more than one hundred servers service for giving applications test runs. The permit the existence of a pre-production management of the building, and will scale and of the security and the architecture will allow the improvement of replica of the main one. The new works a pre-production service and as a machine-room that was there previously function of main production server. The Castelldefels, which has assumed the Mediterrani de la Tecnologia de University possesses in the Parc a new auditorium in the building that the This process supposed the preparation of Data Centre of the UOC was undertaken. On 28th October 2003 the IN3 Building in the Parc Mediterrani de la Tecnologia de Castelldefels was officially opened. This building finally has available 4,167 square metres of its total surface area, which are distributed over three stories, and an auditorium with a capacity for 120 people. A building was rented in the Avinguda del Tibidabo, with an available surface area of 628.15 square metres. On 30th June 2004 the first stone was laid of the new building situated in the Can Jaumandreu block on the Rambla del Poblenou in Barcelona, between Avinguda Diagonal and the Carrer Perú (22@ area). The completion of the works is due in the second semester of 2005.

<table>
<thead>
<tr>
<th>Professional Team</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>Directors of Operating Group/Cabinet</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>Support Centre Managers</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>UOC’s Teaching Staff*</td>
<td>128</td>
<td></td>
</tr>
<tr>
<td>Technical Staff</td>
<td>221</td>
<td></td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>61</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>465</td>
<td></td>
</tr>
</tbody>
</table>
*This includes Vice Rectors

In the second fortnight of March the project for the re-structuring and broadening of the Data Centre of the UOC was undertaken. This process supposed the preparation of a new auditorium in the building that the University possesses in the Parc Mediterrani de la Tecnologia de Castelldefels, which has assumed the function of main production server. The machine-room that was there previously works a pre-production service and as a replica of the main one. The new architecture will allow the improvement of the scale and of the security and the management of the building, and will permit the existence of a pre-production service for giving applications test runs. The UOC has more than one hundred servers in operation and thirteen sub-networks, provides more than fifty services, and deals with three million messages a month.

In the academic regard, there have appeared, among other notable improvements, the applications for the management of end-of-course assignments and the digitalisation of examinations. On the other hand, there are developments in the new management of the evaluation of previous studies, and the new version of the system of control of accesses and the management of users, and also the analysis of a new tool for dealing with users’ consultations and students’ files.

Access Networks

The main access networks that are used by students and lecturers to connect to the servers of the UOC are the Basic Telephony Network or BTN, the Integrated Services Digital Network or ISDN, and the Asymmetric Digital Subscriber Line or ADSL. In this academic year, the use of ADSL increased to the detriment of conventional technologies, especially among the collaborating teaching staff as the result of an attractive promotion of the use of this broad bandwidth technology.

The flow served over the Internet doubled once more in the last academic year, such that it went from 15.2 Mbps served at the beginning of March 2003 to 27.3 Mbps in the same month the following year.

The majority of the server computer farms have been transferred to the new premises in Castelldefels. With the change there has been an increase in the growth capacity of services information systems, and their security has been improved.

With the objective of improving the quality of the services on the educational intranet, content accelerators have been installed, and these diminished access time to the Virtual Campus by 40%.

During the academic year the project for the installation of Wi-Fi wireless technology on the premises of the UOC was undertaken.

<table>
<thead>
<tr>
<th>Infrastructure</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Buildings of the UOC</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Premises</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tibidabo, 39</td>
<td>Barcelona</td>
<td>2,149.94</td>
</tr>
<tr>
<td>Tibidabo, 43</td>
<td>Barcelona</td>
<td>3,079.97</td>
</tr>
<tr>
<td>Tibidabo, 47</td>
<td>Barcelona</td>
<td>1,146.37</td>
</tr>
<tr>
<td>Tibidabo, 47</td>
<td>Barcelona</td>
<td>628.15</td>
</tr>
<tr>
<td>Diputació</td>
<td>Barcelona</td>
<td>4,167.00</td>
</tr>
<tr>
<td><strong>IN3</strong></td>
<td>Castelldefels</td>
<td>4,167.00</td>
</tr>
<tr>
<td><strong>Support Centres</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bages</td>
<td>Manresa</td>
<td>248.00</td>
</tr>
<tr>
<td>Gironès</td>
<td>Salt</td>
<td>195.00</td>
</tr>
<tr>
<td>Baix Camp</td>
<td>Reus</td>
<td>360.00</td>
</tr>
<tr>
<td>Barcelona</td>
<td>Barcelona</td>
<td>1,343.84</td>
</tr>
<tr>
<td>Segríà</td>
<td>Lleida</td>
<td>287.00</td>
</tr>
<tr>
<td>Andorra</td>
<td>Sant Julià de Lérida</td>
<td>200.00</td>
</tr>
<tr>
<td>Valles Occidental</td>
<td>Sabadell</td>
<td>57.60</td>
</tr>
<tr>
<td>Valles Occidental</td>
<td>Terrassa</td>
<td>343.00</td>
</tr>
<tr>
<td>Baix Llobregat</td>
<td>Sant Feliu de Llobregat</td>
<td>441.00</td>
</tr>
<tr>
<td>Baix Ebre</td>
<td>Tortosa</td>
<td>251.00</td>
</tr>
<tr>
<td><strong>Total m²</strong></td>
<td></td>
<td>16,347.87</td>
</tr>
</tbody>
</table>

| **Collaborating Teaching Staff of the Recognised Degrees at the Main Campus and the Latin American Campus** |         |         |
| **Faculties** | **Tutors** | **Counsellors** | **Total** |
| Economics and Business Studies | 350 | 122 | 472 |
| Psychology and Educational Sciences | 152 | 43 | 195 |
| Law and Political Science | 120 | 31 | 151 |
| Humanities and Language and Literature | 152 | 28 | 180 |
| Computer Science and Multimedia | 298 | 66 | 364 |
| Information and Communication Sciences | 75 | 22 | 97 |
| Tourism Programme | 9 | 4 | 13 |
| East Asian Programme | 18 | 16 | 34 |
| **Total** | 1,174 | 332 | 1,506 |

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

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

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

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

Universities
- Autonomous University of Barcelona (UAB)
- University of Barcelona (UB)
- University of Girona (UDG)
- University of the Balearic Islands (UIB)
- University of Lleida (Udl)
- University of Vic (UV)
- University of Valencia
- Jaume I University
- Polytechnic University of Catalonia (UPC)
- Pompeu Fabra University (UPF)
- Rovira i Virgili University (URV)
- University of Cadis
- Blaise Pascal-Clermont II University
- University of Montpellier II
- CIFCAM
- University Technological Institute of Vannes
- University Technological Institute of Eivry
- Bretigny Athis-Mons

Generalitat de Catalunya
- Associació Catalana de Certificació (CATCert)
- Associació Catalana d’Entitats de Recerca (ACER)
- Telecommunications and Information Technologies Centre
- Ministry of Agriculture, Livestock, and Fisheries
- Ministry of Universities, Research, and the Information Society
- Escuela d’Administració Pública de Catalunya
- (Public Administration School of Catalonia)
- Ministry of Welfare and the Family
- Ministry of Education
- Secretariat for Public Security , Ministry of Justice and Internal Affairs
- Telecommunications and Information Technologies Centre, DURSI
- Consortium Agency for the Quality of the University System in Catalonia
- Centre for Business Innovation and Development (Centre d’Innovació i Desenvolupament Empresarial, CIDEM)
- Centre de Supercomputació de Catalunya (CESCA)
- Agency for the Management of University and Research Grants (Agencia de Gestión d’Ayuts Universitaris i de Recerca, AGAUR)
- Catalan Land Institute, Ministry of Territorial Policy and Public Works
- Electronic Public Services (CAT365)
- Catalan Tribunal for the Defence of Competition

Regional Sphere
- Town Council of Barcelona
- Town Council of Manacor
- Town Council of Mànuel
- Town Council of Manresa
- Town Council of Sant Adrià de Besòs
- Town Council of Santa Bàrbara
- Town Council of Vilanova i la Geltrú
- Town Council of Igualada
- Regional Council of Baix Ebre
- Regional Council of Alt Empordà
- Regional Council of Pla de l’Estany

State-wide Sphere
- Ministry of Science and Technology (MCIT)
- General Council of the Judiciary
- Town Council of Leganés
- Computer Science and Telecommunications of the Community of Madrid (Informática y Telecomunicaciones de la Comunidad de Madrid, ICM)
- Society for the Development of Navarre (Sociedad de Desarrollo de Navarra, SODENA)

Institutions, Foundations, Associations, and Professional Associations
- Ausíàs March Foundation
- Catalan Research Foundation (Fundació Catalana per a la Recerca, FCR)
- John XXIII Foundation
- Joviat Foundation
- Millenari Foundation
- Foundation for Peace

University Foundation of El Bages (Fundació Universitaria del Bages)
- Manacín Ortega Foundation
- Fundación Comparte con los Niños del Mundo
- Digital Foundation
- Diocesan School of Educators Foundation
- Spanish Rheumatology Foundation
- United Families Foundation
- OMT-Thermis Foundation
- Institute lidefons Cerdà Private Foundation
- SEPI Foundation
- International Governance Institute (Institut Internacional de Governabilidad, IIG)
- PIMEC_SFES Small and Medium Enterprise of Catalonia
- Technology for Everybody
- Terra Curanda
- Centre of International Studies, University of Barcelona
- UNICEF - Spanish Committee
- Business Union of the Penedes (Unió Empresarial del Penedès)
- Catalan Association for the Deaf and the Blind (Associació Catalana Pro Persones Sordcegues)
- Business Confederation of the Province of Tarragona
- Council of Industrial Engineers
- General Council of Notaries (Conseil General del Notariat, CGN)
- Spanish Red Cross
- Catalan Scouts
- Friends of the Progress of Black Africa (Amics per al Desenvolupament de l’Africka Negra, ADANE)
- Municipal Education Institute of Barcelona, (Institut Municipal d’Educació de Barcelona, IMEB)
- Aragonese Institute of the Health Sciences (Instituto Aragonés de Ciencias de la Salud, IACS)
- Institute of Social Development
- Institute of Notaries for the Information Technologies (Instituto Notarial para las Tecnologías de la Información, INTI)

Other Entities
- Arvato Services
- Broekis Espai Escolar
- Caixa d’Estalvis de Manresa
- Caixa Manteu
- Manresa Technical Centre (Centre Tecnològic de Manresa)
- Centrociber, SL
- Universal Forum of Cultures - Barcelona 2004, SA
- Fundación Telesevicios, SA
- Gesaworld
- Gestión Integral de Clientes (GICSA)
- Grupo Usoliá, SL
- Hispaninux
- INQA Test Labs, SL
- Instituto DYM, MA
- Moebius Consulting, SA
- ODEC
- Planeta de Agostini Profesional y Formación, SL
- Producciones Odisea, SL

International Institutions
- PostEurop
- Pan-American Health Organisation /World Health Organisation

Latin America
- Inter-American Development Bank
- National Institute for Professional Preparation (Instituto Nacional para la Capacitación Profesional, INAPAP)
- Autonomous University of Bucaramanga (UNAB)
- Catholic University of Salta
- University de La Salle (Bogotá)
- National University of Austral Patagonia
- Technological University of Honduras (UTH)
- Veracruziana University
- Virtual Educa (Latin American Encounter Forum)
- Professional Institute Due-UIC
- Higher Technological Institute TECUSP (Peru)
- Escola Bancària i Comercial
- Latin American Faculty of Social Sciences (FLACSO)
- National School of the Judiciary, Supreme Court of Justice, Dominican Republic
International Scope

The presence of the UOC in the world is made concrete through a strategy of alliances with universities and research institutions representative of various countries. These alliances are based on respect and on the acceptance of cultural and linguistic differences, and seek to achieve co-operation on the basis of cultural diversity.

Consolidation of our presence in Mexico

In this academic year a major task has been carried out on three fronts:
- Promoting collaboration with the University of Guadalajara, but also with the EBC (Escuela Bancaria y Comercial, School of Commerce and Banking), with which institutions pioneering experiences are carried out with the objective of reaching the concept of a metacampus, so desirable from the perspective of international collaboration.
- Creating new ties of co-operation with strategic institutions within the country, such as ANUIES (Asociación Nacional de Universidades e Instituciones de Enseñanza Superior, National Association of Universities and Higher Education Institutions), IPN (Instituto Politécnico Nacional, National Polytechnical Institute), Universidad Iberoamericana de Puebla (Latin American University of Puebla), and CONALEP (Colegio Nacional de Educación Profesional, National College of Professional Education).
- Opening an office to bring the University closer to the students of the area in campaigns both to attract candidates and to retain them. The other objective of the office is to facilitate collaboration at the same time.

Activities in South America

In respect of Brazil, which is another of the countries considered strategic, in this academic year we went ahead with the work of projecting the University by locating it within the main networks of the country:
- Associació d’Universitats de l’estat de Santa Catalina (ACAPE, Association of Universities of the state of Santa Catalina).
- Training and assessment services for small and medium enterprise (SEBRAE).
- Network of specialists in distance education (Unirede).

We expect that in the first months of the next academic year we shall be able to specify the initial student interchange projects that will provide a new impetus to the metacampus project.

From the relations with the participants in the First Seminar of the UOC’s Chair of E-learning there have appeared worthwhile lines of collaboration in Colombia with the University of Bucaramanga, the Autonomous University of Colombia, the CEIPA, and the Ministry of Education itself. As a consequence of these relations, specific projects are also being designed with the TECUSP (Tecnológico Superior de Perú, Higher Technological College of Peru) and the DUOC in Chile, in order to offer First Cycle (undergraduate) studies to students who may have obtained higher professional training in their own countries.

Asia

In China, the UOC is involved in a series of activities with the National Education Examinations Authority (NEEA) within the framework of a pilot project financed by the European Union and the International Council for Distance and Open Education (ICDE). This project, with 300 students from the province of Zheijiang, has evaluated the various elements that make up the UOC model and its adaptability to local needs. Work has been done on, among other matters, the translation of the Virtual Campus into Chinese, the adjustment of certain didactic materials, and the specific training of Chinese lecturers who have proved their adaptation and have acted as subject tutors.

Co-operation with international bodies

In this last academic year we received about a hundred visits from persons and groups from universities all over the world, in the main from Latin America (approximately 70%), as well as from Europe (some 20%), with the remainder coming from Asia.

Apart from these visits, certain gatherings should be mentioned, as they had an institutional character that brought together a large number of visitors:
- October 2003: SCOP (Standing Conference of Presidents) of ICDE (International Council for Distance and Open Education), which brought together some fifty Rectors from the main member institutions.
- April 2004: Reception of a group of thirty Rectors and representatives of Mexican universities within the framework of a tour of European universities organised by Columbus-CENEVAL.
- May 2004: Co-organisation of the fourth running of Online Educa, held this time in Madrid. It received about three hundred participants.
- June 2004: Collaboration and active participation in Virtual Educa, organised in Barcelona, in the course of which were received a group of eighty people who were attending the Conference of Rectors, and the University was shown to them.

The dissemination of the international doctoral and master’s programmes was promoted, as well as the links of experts from around the world with these programmes, and the representation of the University in international bodies such as ICDE (International Council for Distance and Open Education), EUA (European Association of Universities), EADTU (European Association of Distance Teaching Universities), EDEN (European Distance and E-Learning Network), and HACU (Hispanic Association of Colleges and Universities).

From this presence in international bodies is derived, among other things, the participation of lecturers in international congresses or in working groups which may become the seedbed for collaboration projects or research groups.

Operating bases in Mexico, Brussels, and Beijing
Editorial UOC, SL

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

Director: Isaías Taboas
Foundation Date: 24th October 2001
Capital at 31st December 2003: 375,650 euros
Participation: 100% UOC Group

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

The press completes its activity by disseminating and making available to all citizens the materials which the UOC elaborates in accordance with a specific methodology to facilitate distance learning.

Eurecàmedia, SL

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

Director-General: Isaías Taboas
Foundation Date: 29th October 1999
Capital at 31st December 2003: 60,104 euros
Participation: 62.5% Editorial UOC, SL

Eurecàmedia continued throughout the financial year 2003-2004 to be a point of reference in the publication of the didactic material of the UOC and of its associated initiatives, and also extended in this period its external portfolio of clients, so doubling once more its income figures. Among its achievements is the consolidation of its innovation projects:

- MAGIC is no longer only a basic tool for obtaining quality content in the publishing activity of Eureka, as it is also beginning to provide a response to the content management needs of other firms in the group. MAGIC has been audited and recognised by the Agència d’Acreditació en Investigació, Desenvolupament i Innovació Tecnològica (AUDIT), a firm in which participate the General Foundation of the Polytechnical University of Madrid and the Polytechnical University of Catalonia as a project whose content and undertaking are linked to the sphere of research and development, a recognition through which it has attained the corresponding certification from the Entitat Nacional d’Acreditació (ENAC, National Accreditation Authority).

- Our MERLIN e-learning environment allows personal access to our workers and clients every day in a safe and stable environment. At present the MERLIN platform provides service to clients such as the Centre d’Investigació i Documentació Educativa (Centre for Research and Educational Documentation) of the Spanish Ministry of Education, Culture, and Sport, the Polytechnical University of Catalonia, Banco do Espírito Santo and the Grupo de Asistencia y Diseño Electrónico (GADE, Electronic Design and Assistance Group).
### Gestión del Conocimiento, SA (GEC)

The firm GEC contributes to the value-generating of organisations through the management of knowledge, learning, and communication.

In this financial year important initiatives have been taken in order to consolidate and situate GEC as the company in everything relating to knowledge management projects, e-learning, and virtual communities in Spain and Latin America.

A multidisciplinary team of one-hundred-and-ten specialists in various areas (consultants, communicators, pedagogues, engineers, designers, journalists, and so on.) have worked to achieve the objective of consolidating the presence of GEC in Catalonia and of broadening the market to the rest of the State. In this regard, projects in the public sector have been launched and reinforced—in the state, autonomous, and local spheres—which are linked to the automobile sector, to insurance, to the world of finances, and to pharmaceutics.

### Ensenyament Obert, SL

Ensenyament Obert, a company created by Enciclopèdia Catalana and the Universitat Oberta de Catalunya, aims to offer distance training programmes focusing especially on the pre-university sector and addressed to all those who, for reasons of work, cannot do face-to-face courses, yet who wish to make personal and professional progress.

Last year, the main objective of Ensenyament Obert was the consolidation of the courses which were already running and the increase in its training offer.

### Planeta UOC, SL

The year 2003 saw changes but also and above all the consolidation of various key departments, whose organisation was improved.

Some of the most characteristic traits of this period are detailed as follow:

- Access course to the University for persons over 25 years of age
- Higher Specialist Programmes (PES)
- Access course to higher degree courses for persons over 20 years of age
- Higher training courses for professionals
- Postgraduate Education:

  Redefinition of the portfolio:
  - Fomenting of the Master’s and postgraduate programmes (increase of 98% and 15% respectively over the enrolments in 2002).
  - Consolidation of the areas of knowledge linked to the Faculties.
  - Creation and development of programmes: Diploma of Tourism, Bachelor’s and Master’s degree in East Asian Study
  - Development from postgraduate to Master’s studies in the areas of Marketing and Human Resources; creation of the General Management Programme (Programa de Direcció General, PDG).
La Virtual (Virtual Consumers’ Network) is a consumers’ co-operative that appeared within the ambit of the Foundation for the Universitat Oberta de Catalunya and operates within the framework of the service-providing policy of the UOC. Its aim is to offer solutions to the consumption needs of the people who are or who have been associated with the UOC (students, lecturers and management staff).

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

- To demonstrate the entity’s vocation of service without any direct interest in economic benefit, so causing the profits of the business to revert to customers, basically through lower prices.

- To favour the corporate identification of students and of other members of the community, since the co-operative formula offers a greater potential for involvement with the institutional project, a factor of particular relevance in a system in which the system of relating to others is non-presential.

General Assemblies

The Ordinary General Assembly, within the surroundings of the Virtual Campus, took place between 28th and 30th June, and had the following agenda:

1. Revision and approval of the transactions for 2003.
2. Revision and approval of the accounts for 2003.

The Extraordinary General Assembly, within the surroundings of the Virtual Campus, was held between 29th July and 2nd August, with a single point in the agenda: The renewal of positions in the Governing Council.

Governing Council

The Governing Council held meetings of an ordinary character six times during the academic year.

Members

In the last academic year the number of members increased by more than 1,800, such that at present the co-operative has 30,000 members.