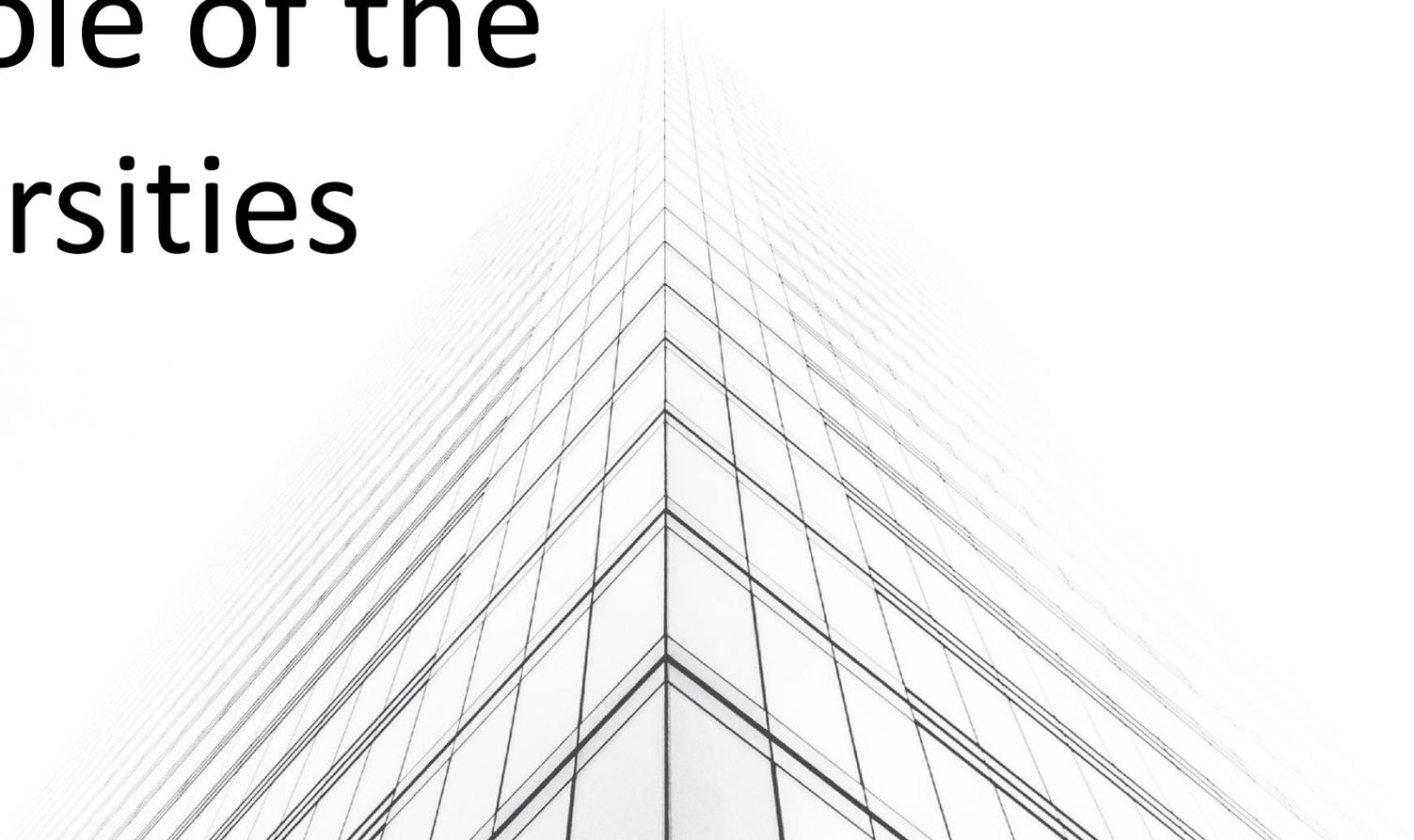


# Universities' New Challenges: who is afraid of internationalization?

# The role of the Universities



# The role of the Universities

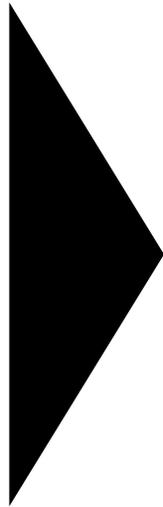
- The Universities in the past: a place for the elite, away from society
- The great change in the middle of the 20th Century
- University students changed and their goals and hopes changed too (first and second generation immigrant's children)
- Can the past teach the present ?
- A change of paradigm

# The role of the Universities

- Humboldtian-Newmanian model – University's independence from society
- Pursuit of knowledge for its own sake

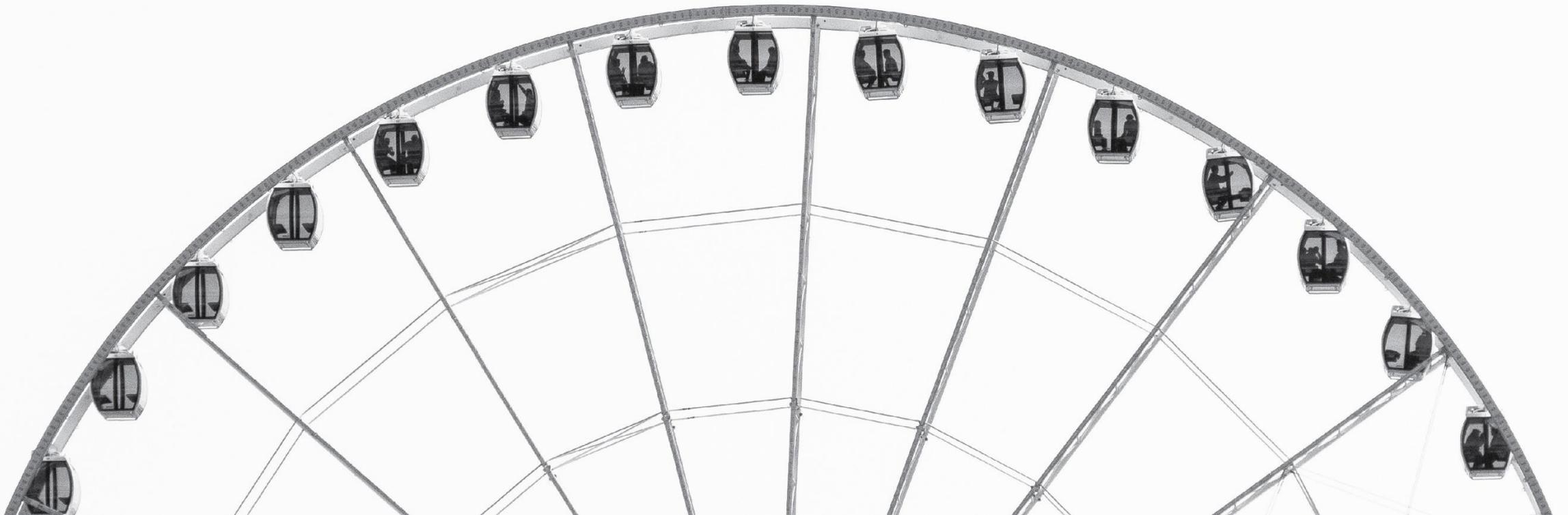
# The role of the Universities

New paradigm



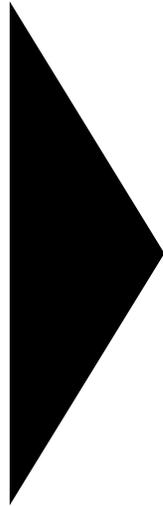
- Social and economic environments are not seen as something Universities should be protected from
- Universities should interact with these broader environments
- Increasing role legitimized by the political discourse on higher education

# The Universities and Social Sciences



# The Universities and Social Sciences

The importance  
of social sciences



- To know the past
- To understand the present
- To shape the future

# The Universities and Social Sciences

- To understand the beginning of higher education in Europe is a key element to understand the role of the Universities and the importance of social sciences (literature, history, philosophy, sociology) in society.
- The exact sciences, like mathematics, chemistry or physics, are not so concerned with the transformation of the University. It is very important to have a notion of the real goals of the University and its social responsibility.

# The new concept of University

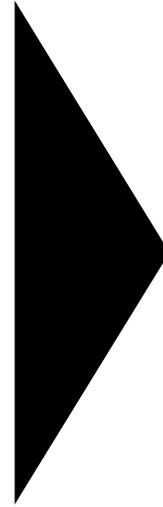


# The new concept of University

- The importance of being committed to social needs and of not forgetting quality and innovation in all areas
- The Universities only survive if they can adapt to changes and to the new challenges of society and of the interests of the students in all the environments: developed and less developed (it is very important to understand the other, to respect and enhance the difference)

# The new concept of University

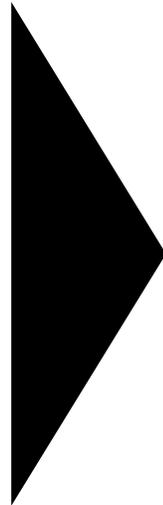
- The importance of Universities in non-central regions, not only in Europe but in Africa, Asia and Central and South America



- Universities have a central role in the development of a region, not only on a technological and economic basis, but also in terms of cultural and behavior aspects

# The new concept of University

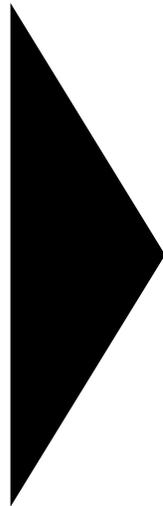
- Interdisciplinary University (comprehensive, but above all, interdisciplinary)



- The importance of having faculty members and administrative staff with a different attitude towards the learning process
- The appearance of more and more programs concerned with the non-independence of matters, that is, programs that are committed to the connection of the different subjects

# The new concept of University

The importance  
of changing the  
power areas



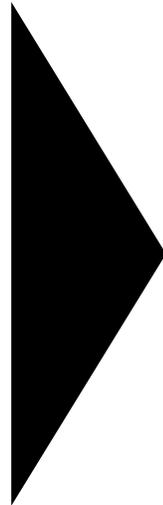
- Cultural identities can make universities different.
- The connection between structure and culture?
- The «Quality Culture» (EUA project)



identity

# The new concept of University

- Professional ethics, academic freedom and economic function of the University



- Principles, rules and procedures of individual and institutional conduct [Gutman 1998:157]
- Academic freedom and institutional autonomy
- Economic and social commitment

# Crisis of the University

## A new leadership?

# Crisis of the University – A new leadership?

- Crisis of the established role in society
- Crisis of traditional learning procedures
- Crisis of students' profiles
- Crisis of traditional leadership
- Crisis of our world's conception

# Crisis of the University – A new leadership?

- The changes in Universities are directly connected to their leadership
- The tendency I talked about in the beginning of my presentation, the change of paradigm, can also mean the change of leadership
- All changes should be interrelated but they cannot be defined in a simple way

# Crisis of the University – A new leadership?

- To have a different leadership is not, *per se*, a guarantee of success

## The new leadership should have:

1. More attention to details
2. More attention to people (individuals)
3. Higher capacity of dealing with people's problems and differences
4. Less attraction to power in itself
5. Lesser need of showing power and having public recognition

# Crisis of the University – A new leadership?

- **An international University must obey to these itens:**
  1. An acute conscience of difference and its importance in a changing world
  2. A real wish of understanding others' opinions, culture, religion and ways of behavior
  3. A real wish of cooperation for development, that means
    - ✓ Respect for others' needs
    - ✓ Respect for others' decisions

# Conclusions

IN SHORT: internationalization should be a medium to change societies and improve tolerance and curiosity about others' values.

We must be aware that

1. Universities have a very important role in changing mentalities
2. Universities have a decisive impact in a social «revolution»
3. Universities should have a real commitment with inclusion

# Conclusions

## **That means**

- Ethnic minorities
- Different Religious values
- Different Cultural rituals
- Gender equality

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Thank you very much for your attention