



Union for the Mediterranean
Union pour la Méditerranée
الاتحاد من أجل المتوسط



UfM HIGHER EDUCATION STAKEHOLDERS' MEETING

Higher Education Governance

16 MAY 2024

Reitoria da Universidade NOVA de Lisboa
Campus de Campolide
Lisbon, Portugal

Cooperation on Higher Education and Research has been one of the main priorities of the Union for the Mediterranean (UfM) since its establishment in 2008. The objective of Regional Dialogue on the field has been to develop a common vision about university cooperation and academic mobility within the Euro-Mediterranean region. This goal was already set in 2007 Cairo Ministerial Declaration on Higher Education, adopted under the Euro-Mediterranean Partnership - Barcelona Process.

In 2023, the UfM launched a Public Consultation, which targeted the main Higher Education institutions and networks that interact in the Euro-Mediterranean area. The Consultation covered six topics in which cooperation is feasible and beneficial: governance, internationalisation, social inclusion and gender, digital education, greening education, and shared academic values.

The UfM is now calling on the expertise of rectors and other key stakeholders to reflect on higher education governance. The meeting, organized in collaboration with the Portuguese Erasmus+ National Agency and Universidade NOVA de Lisboa, will cover some key topics such as academic autonomy, effective management, and gender equality; it will enable to exchange about the current challenges universities face regarding their governance, opening ways for Euro-Mediterranean collaboration among institutions.

Higher Education governance is a broad and complex topic, as it covers many areas: the institutions' goals, their management orientation, their autonomy and accountability, as well as their decision-making processes. Improving governance has as ultimate goal enhancing the quality of education, and subsequently the employability of graduates.

When discussing about improving higher education governance it is important to bear in mind that there is not a single ideal model of higher education governance, as there is not a single ideal model of university: each model has its own advantages and disadvantages. Still, the interaction between intergovernmental organisations, like the UfM, global, regional and national organisations of HEIs, and associations of students is crucial to create good governance structures which may respond to the challenges facing the world today.

Relevant documents

- [Cairo Declaration Towards a Euro-Mediterranean Higher Education & Research Area \(ufmsecretariat.org\)](https://ufmsecretariat.org)
- [Report in view of the 1st UfM Ministerial Conference on Higher Education](#)
- [The Internationalisation of Higher Education in the Mediterranean - Current and Prospective Trends - Union for the Mediterranean - UfM \(ufmsecretariat.org\)](#)
- [EU proposes new Agenda for the Mediterranean \(europa.eu\)](https://europa.eu)
- [About the European Education Area | European Education Area \(europa.eu\)](https://europa.eu)
- [Report on progress towards the achievement of the European Education Area](#)
- [Commission Communication on a European strategy for universities | European Education Area \(europa.eu\).](https://europa.eu)

- 08.45 – 09.00** **Registration - Reitoria da Universidade NOVA de Lisboa, Campus de Campolide (Metro São Sebastião)**
- 09.00 – 09.30** **Welcome & Opening Remarks**
- **João Sàágua**, Rector, Universidade NOVA de Lisboa, Portugal
 - **Fernando Alexandre**, Minister of Education, Science, and Innovation of Portugal
 - **Filip Van Depoele**, Deputy Director and Head of the International Cooperation Unit, Directorate General for Education, Youth, Sport and Culture (DG EAC), European Commission – UfM Co-Presidency [online]
 - **Mamoun Al-Debi'e**, Secretary-General, Ministry of Higher Education and Scientific Research, Jordan – UfM Co-Presidency [online]
 - **Itaf Ben Abdallah**, Senior Advisor on Higher Education and Research, Union for the Mediterranean
- 09.30 – 09.45** **Keynote Speech**
- **Mostapha Bousmina**, President, Euromed University of Fez (UEMF), Morocco
- 09.45- 11.15** **Session 1. Academic Autonomy**
How to promote institutional and academic autonomy?
How to align Higher Education strategies with national and regional development objectives?
How to enhance cooperation between stakeholders in governance, such as employers and alumni?
- **Marcello Scalisi**, Director, Mediterranean Universities Union (UNIMED)
 - **Mouïñ Hamzé**, Secretary General of the Lebanese National Council for Scientific Research (CNRS), Chairperson of the Management Board of the Euro-Mediterranean University (EMUNI)
 - **Olfa Bouallegue**, Vice-President, University of Sousse, Tunisia
- Open Debate - Chair: **João Lobo**, Project Analyst, Higher Education and Research, Union for the Mediterranean
- 11.15 – 11.45** **Coffee break**
- 11.45 – 13.15** **Session 2. Effective Management**
How to support the development of common quality assurance and evaluation standards?
How to digitalise processes and procedures to reduce bureaucracy and improve governance?
How to foster inclusive and participatory governance involving staff and students?
How to support staff through capacity building and providing training to ensure retaining of talent?
How to encourage the development of strong and visionary leadership able to respond to complex challenges and drive social transformation?
- **Rado Bohinc**, President, Euro-Mediterranean University (EMUNI)
 - **Joan Guàrdia Olmos**, Rector, University of Barcelona
 - **Bassam Badran**, Rector, Lebanese University

Open Debate

Chair: **João Amaro de Matos**, Vice-Rector, Universidade Nova de Lisboa, Portugal

13.15 – 14.45 **Lunch - Restaurante Pano de Boca** (7 minutes walk), Rua Ramalho Ortigão, Edifício Teatro Aberto

14.45 – 16.15 **Session 3. Gender Equality**

How to address the gender gap in decision-making positions at universities?

How to promote the development and implementation of GEPs?

How to foster the presence of women in the STEM fields?

- **Camille Garidel-Thoron**, Director, Téthys Consortium of Euro-Mediterranean Universities, Aix Marseille University, France
- **Tiziana Lippiello**, Rector, Cà Foscari University of Venice, Italy
- **Soukeina Bouraoui**, President of the Center of Arab Women for Training and Research (CAWTAR) and Vice-President of RESUFF (Réseau Francophone des Femmes Responsables dans l'Enseignement Supérieur et la Recherche), Tunisia

Open Debate

Chair: **Anna Dorangricchia**, Project Manager Gender Equality, Social and Civil Affairs Division, Union for the Mediterranean

16.15 – 16.45 **Wrap-up and suggestions for the future**

- **Rita Dias**, President, Erasmus Student Network (ESN)

16.45 – 17.00 **Closing Remarks**

- **Itaf Ben Abdallah**, Senior Advisor on Higher Education and Research, Union for the Mediterranean

20.00 – 22.00 **Dinner - Restaurante do Clube Naval de Lisboa** – Avenida Brasília, Doca de Belém. Transport from Hotel Pestana Lisboa Vintage at 19.30 – Rua Braancamp, nº7 (Metro Marquês de Pombal)

Working languages: English, French - interpretation available

Confirmed participants in the open debates:

- Naouel Abdellatif Mami, Vice Rector in charge of the external relations and cooperation, Mohamed Lamine Debaghine, Sétif 2 University, Algeria
- Gustavo Alva-Rosa, Head of Unit Higher Education, Agência Nacional Erasmus+, Portugal
- Benaissa Attarassi, Vice President in Charge of Academic Affairs, Ibn Tofail University, Morocco
- Gemma Aubarell, Director of the Department of Culture, Gender and Civil Society, European Institute of the Mediterranean (IEMed), Spain
- Cheikh Saad Bouh Camara, President, University Nouakchott Alasriya, Mauritania
- Denise Castilho de Matos, Internationalisation Coordinator, Agência Nacional Erasmus+, Portugal
- Bouchta El Moumni, President, Abdelmalek Essaâdi University, Morocco
- Mohamed El Shinawi, President, Galala University, Egypt

- Rita Falcão, Director for Education and International Development , Universidade Nova de Lisboa, Portugal
- Elie Hajj Moussa, Director, Lebanese University
- Imen Khanchel, Professor, University La Manouba, Tunisia
- Maria Maia, Science and Policy Officer, Fundação para a Ciência e a Tecnologia (FCT), Secretariat of the Presidency of Portugal in Dialogue 5+5 Research, Innovation and Higher Education.
- Lauren Michaud, Project Officer, Agence Universitaire de la Francophonie (AUF)
- Cristina Perdigão, Diretora, Agência Nacional Erasmus+, Portugal
- Raúl Ramos Lobo, Vice-Rector for Internationalisation Policy, University of Barcelona, Spain
- Sara Tagliabracchi, Global Mobility Coordinator, Erasmus Student Network (ESN)
- Hermínia Vasconcelos Vilar , Rector, University of Évora, Portugal
- Josep Maria Vilalta, Director, Global University Network for Innovation (GUNI)
- Frédéric Zalma, Administrator, HOMERe France

Venue

Reitoria da Universidade NOVA de Lisboa

Campus de Campolide (Metro São Sebastião - Blue Line)

