

# CDP 2016 – 2020 Final Version

December 9th 2015



This is the fourth Comprehensive Development Program –CDP– written by the *Universidad de los Andes*. It is enormously important for us, not only because it has helped us to devise a new “roadmap”, but also because, in some way, it has made us speak a common language and work with a particular focus. It is fundamentally a synthesis of a large variety of contributions and many suggestions.

We are faced with the challenge of writing CDP 2016-2020 in a moment of great uncertainty for the country and for higher education on an international level. Colombia is moving forward, not without its difficulties, and trying to create a society that is less violent, more peaceful, and harmonious; in this there will be an endless number of work opportunities for Los Andes. Moreover, higher education within a context of globalization is changing substantially at a breathtaking pace. New information and communications technologies; the necessity to approach problems in a more interdisciplinary and collaborate manner; and the internationalization of academic, research, and innovation networks are proof of the advent of new paradigms in teaching and research methods. They, however, give us little certainty about exactly how the university of the future will be.

Nevertheless, we are currently a strong and prestigious university. We find ourselves in the midst of one of the most important changes that the university has passed through in its history thanks to the impact that the new *Quiero Estudiar* and *Ser Pilo Paga* programs are having. In just a few semesters we have achieved something that has always been at the forefront of the university's mind: being a university that is much more caring, inclusive, and diverse. And we accept all the challenges, difficulties, and fulfillment that this implies. Furthermore, we are living in a time in which the whole world is much more conscious of the huge need to find alternative approaches in different areas in order to tackle the problems related to the sustainability of the planet.

Within this context, Los Andes needs to prepare itself to be an organization that knows how to balance rigor with flexibility, dynamism with consideration, and it should be prepared to take advantage of opportunities as well as circumnavigating obstacles that we are currently unaware of. We need to be resolute in accepting the risks that traditionally we have not been willing to accept. Therefore, the CDP 2016-2020 is a plan that should help the university by being a management tool to prioritize activities and concertedly guide efforts; it should not, however, become a straightjacket.

With this in mind, this CDP was written based on what has already been built: the improvements that the university has been making over recent years that are acknowledged by our national and international peers. The university considered its main strengths as well as its challenges and weaknesses. It could be said that the CDP does not suggest anything new; it simply frames, specifies, and prioritizes the initiatives and activities that are to be developed over the next five years. It also establishes a monitoring framework that includes clearly defined compliance indicators. The challenges are both testing and important, and it is clear for everyone that to successfully face them we will require a substantial diversification of our sources of revenue.


When I say that this CPD does not include anything new, it is because there is a very clear continuity in the main directions that the university is taking. The challenge today is similar to what it was previously; however, perhaps it is more structured, clear, and cogent. Connecting the teaching staff and students' pursuits with the country's development; having an influence on the creation and implementation of public policies; and being a university that is much more diverse, accessible, caring, and innovative is a commitment that is shared by all the university's stakeholders. There is also a pledge to keep the university attuned to a world that is ever more globalized and interconnected.

All of the measures that are put forward here are framed within the principles and values stated in the university's mission. These make the institution "autonomous, independent, and innovative, and it should favor pluralism, tolerance, and the respect for ideas; it should seek academic excellence and provide the students with critical and ethical teaching in order to reinforce in them an awareness of their social and civic responsibilities as well as their commitment to their environment". These principles and values are also an answer to the Good Government best practices in terms of higher education as they have the highest standards of academic quality.

Lastly, it is necessary to add that all levels of the university helped to write this strategic plan, as did some individuals from outside the university. Teachers, students, administrative staff, and alumni were invited to discuss its content and to make a contribution. Additionally, eminent businesspeople and leaders from the education sector had the opportunity to get to know the university's indicative strategic principles and to share their impressions.

I have the strong hope that the proposal we are delivering today is a way to inspire and stimulate the tasks that all students, teachers, and every member of the *Uniandino* community undertake on a daily basis. I also hope that it contributes in a real and effective way to the country's development and wellbeing, as well as to the sustainability of our planet.

Pablo Navas Sanz de Santamaría  
Chancellor



# The founder's Statement of Principles

“Those who only do for others what the law obliges them to do are not fully fulfilling their duties. They are not good citizens, and they do not deserve respect from others”.

“In order that the harmonious coexistence of man is true and sincere, the development of human intelligence is indispensable as is its uninhibited application to study and resolving the many problems of existence”.

“It is every person's duty to reconcile the interests that come between the individual and the community in accordance with the principles of moral truth and reason. People should dedicate themselves to truth and justice; these are the essential and eternal principles of life that has the innate capacity for the perfection that exists in every human being.”

The *Universidad de los Andes* was established in 1948 by a group of academics who were led by Mario Laserna and had the help of important Colombian politicians and industrialists as well as figures from the international scientific community. The founders' aim was to create an institution of academic excellence through a cutting-edge project that was independent of any political or religious influence.

In recognition of its academic excellence, for the first time, in 2005 the university was awarded institutional accreditation, authorized by the Ministry of Education for a period of nine years. This was subsequently renewed in 2015 for a period of ten years, making it the first private university to receive this recognition.

To demonstrate Uniandes' search for excellence and international projection, the Engineering Faculty has eight undergraduate programs that are accredited by the ABET (Accreditation Board for Engineering and Technology); and the Faculty of Business of Administration is accredited by the AACSB (The Association to Advance Collegiate Schools of Business), EQUIS (European Foundation for Management Development), and AMBA (Association of MBAs) for its Masters programs.

The *Universidad de los Andes* is currently recognized as one of the best universities in Colombia and in Latin America due to the contribution that its graduates have made as well as the qualifications that its teaching staff have and their intellectual output.



The *Universidad de los Andes* is an autonomous institution that is independent and innovative. It encourages pluralism, tolerance, and the respect for ideas. It strives for academic excellence and gives its students a critical and ethical education that will solidify in them an awareness of their social and civil responsibilities as well as a commitment to their country.

It has students who, within an environment that promotes comprehensive, interdisciplinary, and flexible teaching are the principal agent in their own education. This allows the teaching staff, who are highly qualified, to develop an academic life project and become outstanding professionals, which means producing research that contributes to the country's development and its international projection.

*A leading Latin American university in higher education that is driven by the principle of excellence, and is inclusive, diverse, caring, innovative, and internationally-minded. It has links with the regions and contributes to society with the quality and significance of its teaching and research-creation, and it has quality professionals, is capable of leadership, and its alumni are known for their ethics.*





## Sustain

- Academic excellence.
- Continue progressing towards a research university.

## Improve

- Teaching and counseling for the students
- The sense of community, inclusion, and quality of life
- The relationship with our alumni.
- Increase our revenue from donations, contacts, and grants

## Main commitments

- Improve the national impact: regional presence and inclusiveness
- Internationalization with a strategic purpose for the university and for the country
- Interdisciplinary and collaborative work as a way to add value and innovate.

## Academic Leadership

Liderazgo  
Académico

## Visibility and impact

Visibilidad  
e Impacto

Comunidad y  
Cultura  
Institucional  
**Community and  
institutional culture**

Viabilidad  
y Efectividad  
Institucional

**Sustainability and  
institutional effectiveness**

Infraestructura  
Física Eficiente  
y Flexible

**Efficient and flexible  
physical infrastructure**

# Description of the Strategic Pillars

Liderazgo  
Académico

## **Academic Leadership**

Strengthen, integrate, and coordinate teaching and research-creation activities. Always strive for excellence and promote innovation; understand that the students and teachers are the university's strategic pillars.

Visibilidad  
e Impacto

## **Visibility and impact**

Increase participation in projects with sectors outside the university and the contribution to creating public policies, consolidating links with the regions through training and research activities, and achieving a high degree of internationalization.

Comunidad y  
Cultura  
Institucional

## **Community and institutional culture**

Strengthen the construction of the Uniandino community based on values that promote harmonious coexistence, solidarity, sustainability, and human dignity.

## **Sustainability and institutional effectiveness**

Make the necessary financial resources available to guarantee that the university functions and facilitates the implementation and development of medium and long-term plans. Also, improve the administrative procedures with service criteria and efficiency in both the academic and administrative areas, and uphold the values of academic priorities and administrative rationality.

Viabilidad  
y Efectividad  
Institucional

## **Efficient and flexible physical infrastructure**

Have a physical infrastructure available that facilitates undertaking the activities stated in the university's mission.

Infraestructura  
Física Eficiente  
y Flexible

1.1 Help gifted students gain access to the university and keep studying regardless of their economic or social situation.

1.1.1 Design and implement a system to monitor students that allows their profile when they start and finish the university to be evaluated within the academic process.

1.1.2 Have a system that evaluates both the dropout rate and academic development and which allows follow-up actions to be taken to reduce this dropout rate.

1.1.3 Take measures to improve and strengthen the admissions system for the university's different programs.

1.2 Depend on teaching staff with high academic standards and the qualifications necessary to be able to develop academic activities.

1.2.1 Define criteria to select, renew, and maintain teaching staff based on departments' academic requirements.

1.2.2 Adjust and improve the professors' comprehensive evaluation system so as it is in line with the new Professors' Charter.

1.2.3 Make sure that the teaching staff's remuneration is coherent with the university's leading position in the country and region, as well as with their international vocation.

1.2.4 Strengthen the mechanisms and the processes to improve professors' development (full and part-time teaching staff and visiting lecturers) as well as graduate assistants and monitors.

1.3 Rely on evaluation systems that are appropriate for professors, are aimed at continuous improvement, and have international references.

1.3.1 Comprehensively design and implement a quality teaching evaluation system.

1.3.2 Design and implement an evaluation system for General Education in the university (Uniandino Regular Cycle Courses and Spanish).

1.4 Have academic programs that are based on the development of skills that can be evaluated comprehensively and systematically by using international standards and the values of quality, innovation, flexibility, interdisciplinary, internationalization, and sustainability.

1.4.1 Undertake a comprehensive review of the curricula and their impacts in terms of each program's requirements. A) Align the course objectives, the programs, and the teaching practices as well as the role of research. B) Define the guidelines for the review of each curriculum.

1.4.2 Evaluate the academic programs using national and international benchmarks depending on the discipline.

1.4.3 Encourage the development of interdisciplinary programs that are based on problems

1.4.4 Depending on the nature of the university's programs, strengthen their English language content.

1.4.5 Broaden, innovate, and make the supply of technology-aided education more flexible by means of virtual media and blended programs.

1.5 Strengthen the high standards for quality in research-creation and consultancy.

1.5.1 Adjust a monitoring system for research-creation that is in line with international standards.

1.5.2 Increase the production of quality research-creation.

1.6 Ensure that research-creation and innovation go hand-in-hand with teaching and students' educations.

1.6.1 Undertake a comprehensive review of the curricula and their impacts in terms of each program's requirements.

A) Align the course objectives, the programs, and the teaching practices as well as the role of research. B) Define the guidelines for the review of each curriculum.

1.6.2 Strengthen the Masters and PhD programs.

1.6.3 Promote undergraduate and postgraduate students' participation and autonomy in the research-creation process.

1.6.4 Rely on an institutional structure and mechanisms to coordinate the different initiatives in innovation and entrepreneurship that the university develops in order to give them more scope and visibility.

1.7 Depend on the resources and infrastructure for academic support in order to develop teaching and research-creation activities.

1.7.1 Increase the quantity and quality of bibliographic resources that help with research and strengthen teaching.

1.7.2 Promote collaboration frameworks between universities to share academic resources (bibliographic databases, technological resources, etc).

2.1 Achieve a higher degree of internationalization with programs and projects together with other universities and the highest quality international organizations. Also, build research and partnership networks that include professors, alumni, and students.

2.1.1 Define the internationalization guidelines in terms of the required resources and the institutional structure for professors, students, and research networks .

2.1.2 Establish partnership agreements with a group of countries/ governments that the university considers to be of strategic use in order to develop activities aimed at internationally strengthening Uniandes.

2.1.3 Design cooperation schemes together with alumni in order to strengthen relationships with universities and international research centers.

2.2 Develop professionals with global skills and leadership that allow them to become involved with entrepreneurial activities, companies, public organizations, the third sector, and the community and giving them a clear desire to work towards changing Colombian society.

2.2.1 Strengthen work experiences, exchanges, and national and international internships and align them with the policies established in the internationalization document.

2.2.2 Increase the number of extracurricular activities that promote leadership, social responsibility, entrepreneurship, and innovation for students.

2.3 Increase the university's participation/ contribution in projects with the business and government sectors, trade unions, the third sector, and other organizations so as it contributes by providing new knowledge to the construction of a society that is both prosperous and equal.

2.3.1 Define the structure, the financing schemes, and the objective of research centers that are able to contribute by providing new knowledge to the construction of a society that is both prosperous and equal.

2.3.2 Construct mechanisms that facilitate handing over this new knowledge to society through patents and licensing.

2.3.3 Increase and strengthen the supply of continuing education courses in various disciplines that are aimed at different publics.

2.3.4 Develop more projects with sectors outside the university that contribute to the creation of public policies and peace-building.

2.4 Strengthen links with strategic regional partners and education, research, and consultancy activities.

2.4.1 Create collaborative schemes of work with regional and national organizations and a network of alumni who are looking to develop projects and programs that have an impact on their regions.

2.4.2 Design and undertake research-creation projects in the regions as well as programs that are focused on regional issues.

2.4.3 Create regional planning centers together with multilateral organizations and other national and international organizations to develop activities relating to research, teaching, and training that are based on local needs.

2.4.4 Increase and strengthen the supply of continuing education courses by making use of new technologies that are aimed at improving these courses and their regional scope.



# Community and Organizational Culture

**3.1** Promote integration between students, teaching staff, administrative staff, alumni, and other groups such as members of the Uniandino community.

**3.1.1** Create physical, academic, and cultural spaces that promote the wellbeing and the integration of all members of the Uniandino community.

**3.1.2** Develop activities and services that solidify the alumni's commitment to institutional development as they are members of the community.

**3.2** Encourage the development of constructive relationships between members of the Uniandino community based on the communication and practicing the values of respect for human dignity and diversity.

**3.2.1** Develop and consolidate functional and effective communication mechanisms between different areas and members of the university as well as the university with external sectors.

**3.2.2** Broaden and strengthen mechanisms to promote dialogue, participation, regulation –within the university and with others–, and to comply with obligations.

# Community and Organizational Culture

**3.3** Create an institutional culture in the campus and within its environment that implements daily the values the Mission is based on.

**3.3.1** Undertake activities and projects within the Uniandino community in order to promote the institutional culture that are based on the principles and values contained in the Mission.

**3.4** Make sure that the university is an example in terms of sustainability, the environment, and the construction of the city by intelligently coordinating the public and the private when developing the campus and how it relates to its environment.

**3.4.1** Develop activities and projects within the Uniandino community that promote environmental sustainability both inside and out of the campus.

**3.4.2** Provide leadership to the Progress for Fenicia Program, which aims to join the campus with its physical environment and the existing social dynamics.

# Sustainability and Institutional Effectiveness

4.1 Create mechanisms and incentives to attract recourses from different sources, and reduce the dependence on income from undergraduate programs by increasing income from donations and grants.

4.1.1 Increase revenue for research grants, applied research contracts, consulting, and grants.

4.1.2 Develop a management structure in the Vice Chancellor for Research's Office that supports professors in being able to identify and find funders and opportunities for projects as well as with the development and submission of these projects.

4.1.3 Obtain strategic alliances with international institutions, companies, industry, and other organizations from different sectors to finance research-creation and teaching.

4.1.4 Increase the amount of non-operating income (car parks, concessions, early payment discounts, etc.) as contributions to the university's revenue.

4.1.5 Obtain donations to create professorships in order to attract leading professors to the university.

4.1.6 Promote the active management of professors so as they receive external funding for research.

4.2 Establish productive coordination between the administrative and academic processes by using the principles of efficiency and quality service, which will make developing teaching and research-creation activities easier.

4.2.1 The creation and implementation of a Center for Shared Services.

4.2.2 Institutionalize a standardization and automation program for the academic-administrative management processes.

4.2.3 Develop a new supply system for the university.

4.2.4 Adapt the technology infrastructure to the new tendencies for virtualization and outsourcing.

# Sustainability and Institutional Effectiveness

4.3 Rely on well-trained staff who are qualified and dedicated so as they can effectively carry out the tasks required of them.

4.3.1 Strengthen the leadership and teamwork skills for the university's employees.

4.3.2 Design specific training programs for academic staff who are in administrative positions.

4.3.3 Strengthen and standardize the performance management systems for the university's employees

4.4 Broaden and strengthen the mechanisms to find sources coming from different sources to finance the cost of student enrolment.

4.4.1 Increase the endowment and spending funds to finance students.

4.4.2 Develop a system of university credit to finance undergraduate and postgraduate programs.

4.4.3 Design support schemes to provide sustainable housing for students with low economic resources.

# Physical Infrastructure: Efficient and Flexible

5.1 Have a sustainable campus that generates an experience that conveys the institution's values to the community.

5.1.1 Publish, implement, and evaluate the Campus environmental Management Plan.

5.1.2 Update the university's Physical Development Plan in the mid and long-term both within and outside the campus.

5.1.3 Develop a financial plan that is consistent with the physical development plan, which accesses non-conventional methods of financial management that have favorable terms for the university.

5.1.4 Move forward with a sustainable mobility plan in terms of universal access to the campus for people with restricted mobility.

5.2 Give the city added value by having a campus that integrates the internal and external communities.

5.2.1 Provide leadership to the Progress for Fenicia Program, the purpose of which is to connect the campus with its physical environment and the existing social dynamics.

5.2.2 Design and implement a management plan of the non-formal teaching and welfare spaces in order to increase students' access to the campus and the area.

# Physical Infrastructure: Efficient and Flexible

5.3 Promote appropriate housing alternatives for university students, teachers, and employees that are close to the campus.

5.3.1 Manage the university accommodation projects for the whole community.

5.3.2 Integrate the university accommodation projects with the campus.

5.4 Have a flexible and high standard of quality campus that complements the teaching and research dynamic.

5.4.1 Design and implement a plan that develops university life in other physical spaces in which the university operates.

5.4.2 Develop physical spaces and technologies in order to help projects and initiatives of a regional nature.

5.4.3 Broaden the offer of physical spaces that have flexible guidelines in terms of size, furnishing, and support teams that are able to respond to the requirements of teaching methodologies.

5.4.4 Review and design the use of spaces that are in high demand, such as libraries, computer rooms, and classrooms based on the current trends and necessities.