



# INSTITUTIONAL DEVELOPMENT PLAN



2017 - 2027

*An innovative University for the  
transformation of territories*



**UNIVERSIDAD  
DE ANTIOQUIA**



Planning is a strategic function of the University, which is materialized from the conjunction of different processes, both transversal and specific. They tend to a future orientation in institutional, organizational, and knowledge areas and disciplines; to an articulated management of plans, programs, and projects; and to an intelligent management of information, evaluation and knowledge. University planning has the central task of balancing the actions that are formed in the virtuous integration of a formulation focused on development and transformation, active participation and informed decision-making processes, and a validated implementation in the expected purposes.

The University is governed by a long-term development plan that indicates the strategic guidelines from the institutional, organizational, and academic spheres, which guide its future improvement and transformation, as well as its contribution to satisfy society's needs, its use of possibilities in the local, regional, national, and international environments, and its adaptation to the conditions of government and sectoral policy and regulations. This development plan always takes place within the framework of the mission, nature, principles, and general objectives established in the General Statute.

With the Institutional Development Plan 2017-2027, "An innovative University for the transformation of territories," the character of the University as a public institution of higher education at the service of knowledge advancement and the promotion of cultures is reaffirmed. The Alma Mater aims to maintain international presence and is committed to transforming itself and the territories, contributing to equity, peace, and environmental sustainability. Faced with these challenges in the decade, the University will remain as society's patrimony to guarantee the right to higher education and university autonomy, always ensuring academic excellence and the relevance of its programs and mission-oriented projects, as well as communal relationships, administrative processes, the development of its campuses, and financial sustainability.

The IDP will then demand openness from the University to new paradigm changes, which will also be a challenge for the advancement of the Institution, and permanent adaptation to the demands of a dynamic society. This suggests a process of learning and institutional transformation from all levels and perspectives which require the commitment and co-responsibility of the different university stakeholders.

## The structure of the IDP consists of:

- An institutional vision statement for the decade
- Three cross-sectional approaches
- Six strategic themes
- Twenty-seven strategic objectives
- One hundred twenty-four guidelines or states of achievement

The following is a succinct presentation of the programmatic framework of the plan:

### Institutional vision towards 2027

In 2027, Universidad de Antioquia as a public institution will be recognized nationally and internationally for its academic excellence and for its innovation at the service of society, territories, and environmental sustainability.

#### Approaches

##### **Participatory**

With the Development Plan 2017-2027, Universidad de Antioquia is committed to a participatory approach to institutionalize channels of communication, dialogue, and deliberation between different university stakeholders and their proposals on university work. In this way, it seeks to strengthen university democracy\*, acknowledging the importance of participation\* to strengthen the university community.

##### **Differential**

In the Development Plan 2017-2027, Universidad de Antioquia is committed to a differential approach that guides its mission implementation and contributes to renewing its actions for inclusion, equity and interculturality\*. The differential approach seeks to rescue the plurality of populations that live the University, as well as their conceptions of knowledge and society.

##### **Territorial**

The Development Plan of Universidad de Antioquia 2017-2027 is committed to a territorial approach that guides its mission functions and contributes to renewing regionalization and internationalization actions by recognizing differential interaction in the geographical contexts in which it participates. Considering the polysemy of the concept of territory in the academic and political sphere, the plan proposes to understand it from a multiscale, critical and reflective perspective, which goes beyond its usual use.

<b>Strategic Theme 1:</b> Comprehensive training of citizens with the articulation and development of the mission functions, from the territories and in connection with the world.	<b>Strategic Theme 2:</b> Life cycles of the university community	<b>Strategic Theme 3:</b> Democracy, university government and communal relationships	<b>Strategic Theme 4:</b> Administrative and financial management	<b>Strategic Theme 5:</b> Commitment of the University with the construction of peace, equity, inclusion and interculturality	<b>Strategic Theme 6:</b> University contributions to the management of the environment and biodiversity
<p><b>Goals:</b></p> <p><b>1.1</b> To articulate research and extension to teaching for the comprehensive training of academic excellence.</p> <p><b>1.2</b> To strengthen all artistic and cultural expressions, which establish the University as a humanistic and cultural reference for the meeting and exchange of the university community and society.</p> <p><b>1.3</b> To promote the patrimonies of the University based on the scientific and cultural development of society in the territories.</p> <p><b>1.4</b> To promote progress and diversity in the generation, application, and</p>	<p><b>Goals:</b></p> <p><b>2.1</b> To support the comprehensive training of students as a contribution of the University to society.</p> <p><b>2.2</b> To strengthen the comprehensive training of teachers towards the construction of the university community.</p> <p><b>2.3</b> To strengthen the comprehensive training of administrative staff towards the construction of the university community.</p> <p><b>2.4</b> To consolidate the ties of graduates, retirees, and pensioners with university life.</p>	<p><b>Goals:</b></p> <p><b>3.1</b> To implement citizen training processes in the construction of a democratic political culture which guide the reflection and action of the members of the university community.</p> <p><b>3.2</b> To promote democracy in university government and participation mechanisms so that the university community may strengthen decision-making processes.</p> <p><b>3.3</b> To guarantee the exercise of control over the actions of governing bodies and university authorities, ensuring the transparency of their management.</p> <p><b>3.4</b> To strengthen the</p>	<p><b>Goals:</b></p> <p><b>4.1</b> To develop capacities for institutional anticipation, orientation, and evaluation, which allow the University to make strategic decisions regarding its presence and relationship with the environment.</p> <p><b>4.2</b> To develop capacities for learning and innovation that allow the University to improve and transform its processes and practices.</p> <p><b>4.3</b> To consolidate the decentralization and deconcentration of structures, processes, and resources, which allow the University to make the internal operation more flexible and sustainable, and to improve the projection and autonomy in the territories in which it</p>	<p><b>Goals:</b></p> <p><b>5.1</b> To contribute to the solution of territorial problems associated with post-agreements by providing academic proposals and ancestral knowledge at the service of peace education.</p> <p><b>5.2</b> To accompany population groups in their processes of building peace, equity, inclusion, and interculturality as part of their relationship with the university community and with society.</p> <p><b>5.3</b> To qualify university activities with openness of learning, teaching, curriculum, and the construction of knowledge into epistemologies and the diverse university community's own</p>	<p><b>Goals:</b></p> <p><b>6.1</b> To consolidate a university culture and ethics based on respect for the environment and biodiversity within the framework of the Sustainable Development Goals.</p> <p><b>6.2</b> To actively participate in the formulation and evaluation of public environmental policies and environmental responsibility policies with different social sectors.</p> <p><b>6.3</b> To promote the social appropriation of knowledge and intercultural dialogue on the environment and biodiversity with the different social stakeholders in the territory.</p>

appropriation of knowledge.  
**1.5** To encourage innovation to understand and solve problems and enhance capacities towards the transformation of the University and the territories.

internal and external community's concept of the university as an adequate public space to blend, which would guarantee coexistence between those who inhabit and visit them, respecting their destination for mission-related activities.

is present.  
**4.4** To have a comprehensive communications system that facilitates the relationship of the University to the internal and external community, and which makes its academic, scientific, social, and cultural work visible.  
**4.5** To have integrated computer technologies for the management and support of the academic and administrative processes of the Institution efficiently.  
**4.6** To improve the physical infrastructure of the University in response to the academic and administrative needs, the specific conditions of the university community, and the policies of social and environmental responsibility.  
**4.7** To improve the management of financing and the administration of financial resources for university investment and sustainability, within the framework of action of a public higher education institution.

knowledge.  
**5.4** To promote the full recognition of rights in such a way that diversity and a dignified life are guaranteed and discrimination is eliminated in the university context.



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