Institutional
Action
Plan 2021-2024

A caring university, committed to life, **equality and diversity**, with a global vision and relevant before the **challenges of society**.
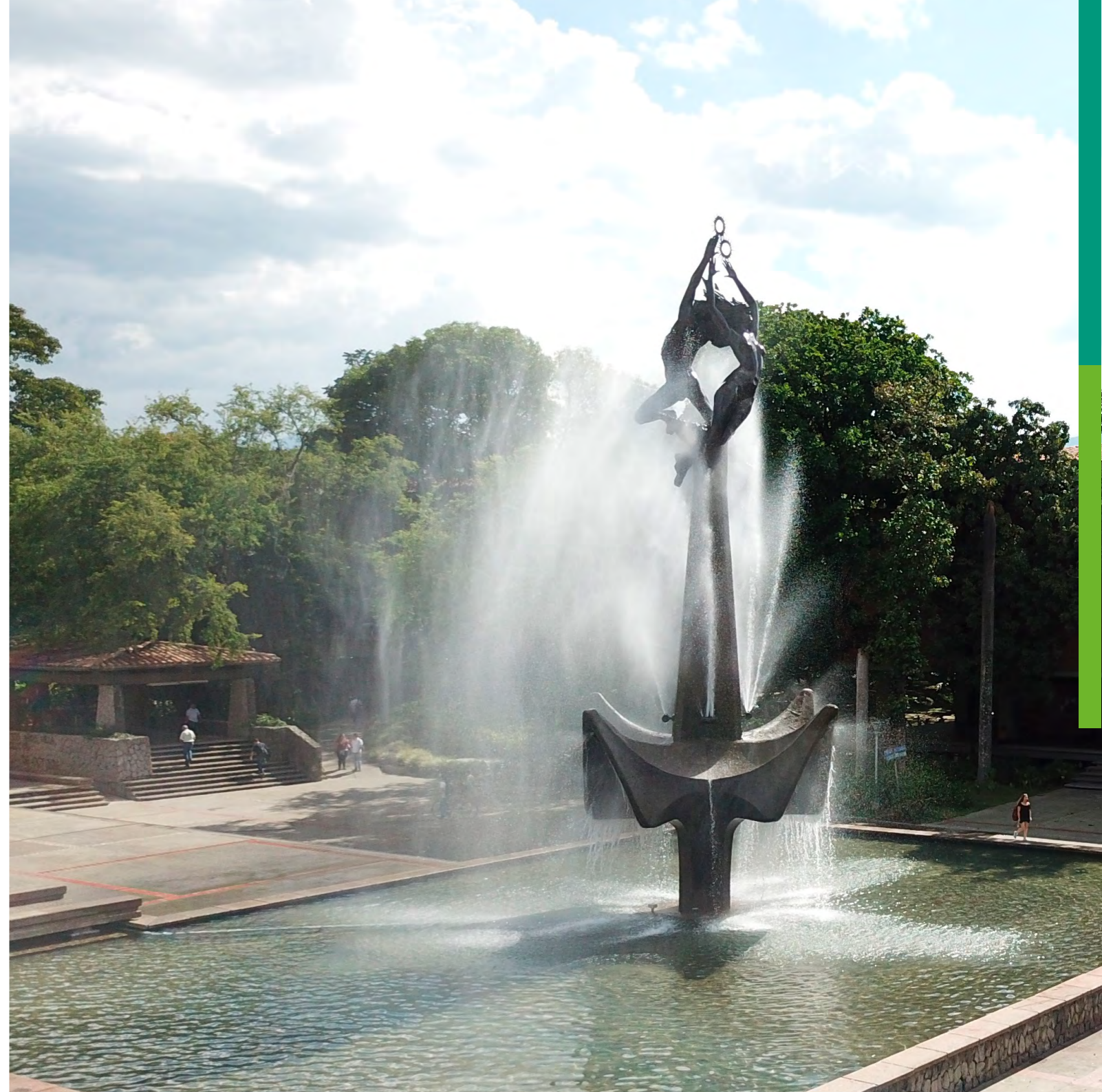
UNIVERSIDAD DE ANTIOQUIA
1803

Planning is a strategic function of the Universidad de Antioquia, which is materialized from the intersection of different processes, both transversal and specific, which tend toward a future perspective in institutional, organizational and knowledge fields and disciplines. Planning is also connected to the management of plans, programs and projects and to the intelligent management of information, evaluation and knowledge. Its central task aims to balance the actions that are formed in the virtuous integration between a formulation focused on development and transformation, active participation and informed decision-making processes. Besides, its implementation is validated in the expected purposes.

In planning terms, the University is governed by an Institutional Development Plan with a minimum ten-year periodicity and by three-year action plans in charge of the academic and administrative units.

The Institutional Action Plan integrates the respective plans of the vice-rectories and heads of the Central Administration; it is issued for a term that corresponds to the term of the Rector; and contributes to the materialization of the Development Plan based on programs, metrics and projects.

The Institutional Action Plan of the Universidad de Antioquia -PAI- 2021-2024 was approved by Superior Resolution 2454 of July 27, 2021. It comprises fourteen (14) programs, forty (40) indicators, and sixty-six (66) projects. The plan consolidates priority needs, expectations, interests and challenges of the university community aimed at the improvement, development and transformation of the Alma Mater in its different dimensions: the institutional, academic-disciplinary and organizational ones. The Institutional Action Plan contributes to the materialization of the Institutional Development Plan 2017-2027. In addition to this, it contributes to position the University with a proactive-adaptive attitude to face the multiple scenarios that are presented to us as a society, country and institution, especially during the COVID-19 pandemic.

Program 1	Unit responsible for the project	Projects
University educational innovation in response to humanistic training, the knowledge and skills in the context of the 21st century.	Head of Graduate Programs	Strengthening virtuality in the development of postgraduate programs at the specialization and master's levels.
	Vice-Rectorship of Teaching	Educational modalities and their curricular integrations
		Harmonization of curricula with adaptability to the new international conditions in education.
		Appropriation of the culture of self-evaluation and self-regulation for the Universidad de Antioquia
		Strengthening of a humanized digital culture in the missionary axes of teaching, research and community outreach at the UdeA.

Program 1	Unit responsible for the project	Projects
University educational innovation in response to humanistic training, the knowledge and skills in the context of the 21st century.	Vice-Rectorship of Teaching	Co-laboratories and Learning Communities around educational innovation at the Universidad de Antioquia.
		Consolidation of the Unit for Pedagogical Studies in Higher Education
		Formalization and Implementation of the Institutional Educational Project
	Vice-rectory of Community Outreach	Learn online (Phase I): Environment for continuous training

Program 2	Unit responsible for the project	Projects
Consolidation of the integral formation of the university community in a global environment	Head of International Relations	Strengthening and fostering capacities in internationalization, interculturality and global citizenship at the Universidad de Antioquia
		Regional, national and international strategic relationship of the Universidad de Antioquia
	Head of University Welfare	Towards the construction of a culture of peace and healthy coexistence at the Universidad de Antioquia that contributes to institutional well-being, community life and comprehensive training.

Program 2	Unit responsible for the project	Projects
Consolidation of the integral formation of the university community in a global environment	Head of Regionalization	Consolidation of Academic Niches in Regions
	Vice-Rectorship of Teaching	The articulation of academic practices: an interaction with the world.
	Vice-rectorship of Community Outreach	Institutional projection of the non-formal education offer of the Universidad de Antioquia
		Implementation of a two-way relationship system with alumni

Program 3	Unit responsible for the project	Projects
Consolidation of capacities for the creation, generation and democratization of knowledge, and the management of integral innovation and university entrepreneurship.	Vice-rectorship of Research	Formulation of a call based on a creation and research agenda
		Renewal of the university system for the creation and generation of knowledge
		Democratization of creation, research and innovation through public communication of science, social appropriation of knowledge, and Open Science at the Universidad de Antioquia

Program 3	Unit responsible for the project	Projects
Consolidation of capacities for the creation, generation and democratization of knowledge, and the management of integral innovation and university entrepreneurship.	Head of Graduate Programs	Definition of a strategic communications route for the promotion of postgraduate programs and the dissemination of training results
	Vice-rectorship of Community Outreach	Design of an Entrepreneurship and Innovation Management model in the UdeA university community.
	Head of Communications	Consolidation of an ecosystem for the public communication of science that promotes and disseminates the knowledge and social impact generated by the University

Program 4	Unit responsible for the project	Projects
Consolidation of university permanence	Head of University Welfare	Consolidation of the University Welfare Model in the Regions
		Definition of strategies for the permanence of students in postgraduate programs
	Vice-Rectorship of Teaching	UJAMAA: Formalization of university permanence, inclusion and accessibility with criteria of equity and co-responsibility

Program 5	Unit responsible for the project	Projects
Strengthening the capacities of university human talent	Administrative Vice-rectorship	Strengthening a new culture of university work
		Carrying out open calls based on excellence for administrative jobs at the Universidad de Antioquia

Program 6	Unit responsible for the project	Projects
Updating of priority academic and administrative regulations for the university	Legal Department	Regulatory compilation and debugging
		Regulatory update of prioritized topics of university interest

Program 7	Unit responsible for the project	Projects
Strengthening an effective university government, respectful of pluralism and participation	General Secretary Office	Democracy and university government: deliberation, debate and co-construction
		"The public sphere, citizenship and coexistence at the University: knowledge and dissemination"

Program 8	Unit responsible for the project	Projects
Updating of priority academic or administrative processes	Head of University Welfare	Welfare Online
	Head of Regionalization	Decentralization and administrative autonomy of some regional headquarters
	Vice-rectorship of Community Outreach	Implementation of an evaluation and monitoring system for the University Social Responsibility (USR) policy and programs of the Universidad de Antioquia
	Head of Communications	Implementation of an evaluation and measurement system of institutional communication for the Universidad de Antioquia (Phase 1)
	Institutional Auditor's Office	Promotion of an institutional culture around the Internal Control System.
	Head of Planning and Institutional Development	Innovation of academic and administrative processes.

Program 9	Unit responsible for the project	Projects
Advancement of information and communication technologies in university academic and administrative management	Vice-Rectorship of Teaching	Modernization of Information Technology of the Library System (2nd Phase)
	General Secretary Office	Implementation of an Integrated Archives Conservation System for the Universidad de Antioquia
		Distribution channel and sale of digital and printed books
		Safeguarding academic registries and documents that rest in the historical archive of the University
	Head of Communications	Implementation of a comprehensive management system for the special archives of the Universidad de Antioquia's media. Phase I
	Head of Planning and Institutional Development	Implementation and modernization of institutional information systems

Program 9	Unit responsible for the project	Projects
Advancement of information and communication technologies in university academic and administrative management	Head of Planning and Institutional Development	Strengthening of physical capacities and Information and Communication Technologies
		Update of the Telecommunications platform of the University of Antioquia - Phase 1
		Consolidation of the University portal as the point of access to information, services and institutional procedures
		Strengthening of data analytics capacities for university management

Program 10	Unit responsible for the project	Projects
Consolidation of physical and staff infrastructure conditions in accordance with institutional needs and possibilities	Administrative Vice-rectorship	Expansion of the physical infrastructure of the Robledo Campus with the construction of the new Block 49
		Construction of the new campus for the National School of Public Health
		Adaptability of physical infrastructure to current institutional dynamics, oriented towards versatility, biosecurity and sustainability of learning environments

Program 11	Unit responsible for the project	Projects
Promotion of a multiverse and intersectional university life.	Head of University Welfare	Enhancing diversity
		Praxiological exercise for the eradication and prevention of discrimination and gender-based violence through the collective transformation of the university environment
	Head of Regionalization	Articulated territorial insertion for a multi-diverse and inclusive university, with glocal presence and participation.
	Vice-rectorship of Community Outreach	Intergenerational learning campus: consolidation of spaces for coexistence and experiences - Version 1 intergenerational university.

Program 12	Unit responsible for the project	Projects
Development of University Initiatives towards the contribution of peacebuilding	Vice-Rectorship of Teaching	Good Living for peacebuilding and university coexistence
	General Vice-rectorship	Peace to the territory: social peacebuilding
		Peace as an object of study
		Public policy and peace negotiations
	Vice-rectorship of Community Outreach	Seeds of knowledge: contributions to food security, the sustainability of agricultural initiatives and reconciliation and peacebuilding processes.

Program 13	Unit responsible for the project	Projects
Promotion of an environmentally sustainable culture, biodiversity and the health of the university community within and from the territories	Head of University Welfare	Healthy University
	Head of Regionalization	Consolidation of a University Culture of Sustainability
	Administrative Vice-rectorship	Formulation of the Sustainability project and Institutional Environmental Management Plan
		Energy recovery from residual fallen leaves from the central campus of the UdeA
		Installation of a hybrid photovoltaic solar energy system to supply 100% of the Robledo Campus coliseum

Program 14	Unit responsible for the project	Projects
Appropriation and dissemination of culture and university heritage as a pillar for the projection of plural identities and cultural citizenships in regional territories and in the educational project of the institution	Vice-rectorship of Community Outreach	Prefeasibility of the Center for Contemporary Thought and Creation MUUA, UdeA Assets: Restoration Laboratory

Budget framework

The budgeting and financing framework of the Institutional Action Plan 2021-2024 considers the quantification of the investment costs of the projects and the sources of resources through which these costs will be covered, distributed by period. Here is a summary period and by source of funding:

COP $303 billion Total investment budget of the IAP	COP $54 billion Total investment budget of the IAP in 2021	COP $142 billion Total investment budget of the IAP in 2022	COP $91 billion Total investment budget of the IAP in 2023	COP $16 billion Total investment budget of the IAP in 2024 (Jan - Mar)
	COP $29 billion Total IAP investment budget from general funds	COP $51 billion Total IAP investment budget from own resources	COP $96 billion Total IAP investment budget from own resources from the UdeA stamp tax.[1]	COP $108 million Total investment budget of the IAP from VAT Refund	COP $127 billion Total investment budget of the IAP from external resources [2]
	10%	17%	31%	0%	42%

[1] Out of this amount, COP $29,136 million correspond to fresh resources to be allocated by UdeA stamp tax.
[2] These correspond to the development of actions for the procurement of resources by the University with external public and private funders and by self-management of the projects.