

# **ACTIVITY REPORT 2011**

**UNIVERSITY OF PORTO**

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## 1. MESSAGE FROM THE RECTOR

The year of the first centenary of the U.Porto was particularly difficult, marked by a number of austerity measures that had a significant impact on the life of the University and the community to which it belongs.

The establishment of a new public financial management policy led to a sharp contraction of resources available to all public entities, including the U.Porto. These new structural budget measures resulted in significant changes to the financing of the university, mostly guaranteed from transfers of funds entered each year in the State Budget.

Limitations have also been introduced to some works performed by the institution's governance bodies that may entail additional financial charges, with potential impact on public accounts. In particular, restrictive rules were introduced to human resource management, with implications, as we all know, on remunerations and career progression of teachers, researchers and non-teaching staff who work daily to promote the development of the university and its community.

Faced with such a situation, the University had no alternative but to adapt, aiming to achieve, with less resources, the goals set for the year now ended.

To this end, a significant effort was made to optimise the existing human and material assets, investing on an even greater spirit of cohesion in order to maintain the level of excellence that has been a consistent feature of the U.Porto. This spirit of cohesion has certainly helped the link between the University and the community, including its former students and the companies, a link that has proved to be absolutely critical to ensuring the enhancement of activities carried out.

The Report presented below shows precisely this effort: against all odds, the University has managed to grow and, today, one hundred years later, it is in much better place to contribute, as it should, to counteract the frail development of the region and the country through better education, research and transfer of knowledge to society.

As I have often said, difficult times offer opportunities to all those who believe, and are prepared and available to turn obstacles into achievements through hard work.

José Carlos Marques dos Santos

The Rector

## 2. EXECUTIVE SUMMARY

The 2011 Activity Report of the U.Porto summarises the activities carried out in 2011 by the U.Porto, in particular by its constituent entities, namely the Organic Units, the Rectory and the Social Action Services.

Overall, the objectives set were achieved, although part of the activities planned were adjusted due to financial and economic constraints, among others, during 2011.

Still, these constraints did not affect the achievement of the Mission and the pursuit of the Vision of the U.Porto, a fact made very clear by its continuing rising through the widely recognised international rankings.

The U.Porto is still the better placed Portuguese University in international rankings, in several of them even ranking among the top one hundred Higher Education institutions in Europe, and is consistently approaching that level in world rankings – see table below.

International Rankings <sup>1</sup>	Current position of the U.Porto			Position of the U.Porto in the previous year		
	Portugal	Europe	World	Portugal	Europe	World
<i>Academic Ranking of World Universities (Shangai Jiao Tong University)</i>	1 <sup>st</sup>	124 <sup>th</sup> -164 <sup>th</sup>	301 <sup>st</sup> -400 <sup>th</sup>	1 <sup>st</sup>	169 <sup>th</sup> -204 <sup>th</sup>	401 <sup>st</sup> -500 <sup>th</sup>
<i>Times Higher Education – THE World University Rankings</i>	1 <sup>st</sup>	130 <sup>th</sup> -156 <sup>th</sup>	301 <sup>st</sup> -350 <sup>th</sup>	1 <sup>st</sup>	106 <sup>th</sup>	250 <sup>th</sup>
<i>Quacquarelli Symonds – QS World University Rankings</i>	2 <sup>nd</sup>	185 <sup>th</sup> -203 <sup>a</sup>	401 <sup>st</sup> -450 <sup>th</sup>	3 <sup>rd</sup>	N.a.	451 <sup>st</sup> -500 <sup>th</sup>
<i>Performance Ranking of Scientific Papers for World Universities (Taiwan)</i>	1 <sup>st</sup>	141 <sup>th</sup>	320 <sup>th</sup>	1 <sup>st</sup>	141 <sup>st</sup>	328 <sup>th</sup>
<i>Webometrics (CSIC, Madrid)</i>	1 <sup>st</sup>	12 <sup>th</sup>	79 <sup>th</sup>	1 <sup>st</sup>	50 <sup>th</sup>	178 <sup>th</sup>
<i>The Leiden Ranking</i>	1 <sup>st</sup>	112 <sup>th</sup>	280 <sup>th</sup>	1 <sup>st</sup>	136 <sup>th</sup>	N.included
<i>SCImago Institutions Rankings (SIR)</i>	1 <sup>st</sup>	77 <sup>th</sup>	254 <sup>th</sup>	1 <sup>st</sup>	90 <sup>th</sup>	265 <sup>th</sup>
<i>High Impact Universities (University of Western Australia)</i>	2 <sup>nd</sup>	159 <sup>th</sup>	368 <sup>th</sup>	N.a.	N.a.	N.a.
<i>University Ranking by Academic Performance (URAP)</i>	1 <sup>st</sup>	94 <sup>th</sup>	229 <sup>th</sup>	1 <sup>st</sup>	109 <sup>th</sup>	259 <sup>th</sup>

TABLE 1 – PROGRESSION OF U.PORTO'S POSITION IN THE MAJOR INTERNATIONAL RANKINGS

This was certainly the result of the boost given by the U.Porto, in 2011 and in previous years, to a series of relevant activities committed to the achievement of strategic goals set in due course: assume itself clearly as a research university, offer training recognised as excellent by international standards, and promote the socioeconomic development of the country and region.

As part of RESEARCH, the U.Porto continued its efforts to develop inter and multidisciplinary research, in order to gain greater critical mass and mainstreaming, thereby bringing greater national and international visibility to the works done.

In this context, we highlight the many initiatives developed in 2011, aimed not only at enhancing future partnerships between the various areas of knowledge, particularly in strategic areas of development of the country and the region (e.g. Creative

<sup>1</sup> The current position of the U.Porto in the rankings refers to the situation as at April 2012.

Industries, Sea, Health, Energy and Sustainability, Biodiversity and Environment), but also facilitate the understanding of the new financing model for research in the European Union<sup>2</sup>.

Some of the activities in 2011 included the 1<sup>st</sup> Meeting of R&D +i Centers of the U.Porto, weekly meetings of research groups in order to meet and promote the work developed by each R&D+i unit, and the creation of the U.Point network, a social network geared exclusively to researchers of the University, which aims to foster agreements and facilitate the attraction of joint international funding.

The formal establishment of the financing agreement in 2011 for the construction of the I3S – Institute for Research and Innovation in Health, and the set up of the InBio – Research Network in Biodiversity and Evolutionary Biology, as an Associate Laboratory were also important to strengthen the vocation of the U.Porto as a research university, in accordance with the Strategic Plan adopted. Both cases represent significant progress in scientific research at the U.Porto, since they represent the critical mass and international openness to achieve a high standard in science.

In the context of TRAINING, we should note the constant concern in identifying and implementing improvements in the existing educational model, contributing to improve the quality and various ways of access, courses, and the teaching and learning process.

This concern was solved through the establishment of the CCMEUP - Coordinating Council of the Educational Model of the U.Porto, whose aim is to cross-cut educational activities and promote the sustained improvement of educational quality at the University, and through the improvement, expansion and consolidation of the SGQ.UP - Internal System of Quality Management.

The consolidation of the activity of the Employment Observatory in 2011 also deserves special recognition. In the course of the year now ending, the Observatory not only met the requirements of the RJIES - Legal System of Higher Education Institutions and of the Higher Education Evaluation Act, but also, and above all, provided objective instruments to assess the social relevance of training given at the U.Porto. Note also the analysis on the pathway of students admitted to the U.Porto, which enables us to better understand the conditions behind school dropout or academic performance. This analysis is particularly relevant to introducing improvements to the mechanisms of access to higher education, and integration of students attending the first year of university.

As part of SOCIOECONOMIC DEVELOPMENT, in 2011 the link between the University and the community was clearly patent if we look at the wide range of perspectives raised by the various initiatives developed for the celebrations of the 1<sup>st</sup> centenary.

Indeed, the U.Porto managed to consolidate in 2011 a position of dialogue, cooperation and solidarity with the society to which it belongs, investing on a rich and varied programme that managed to mobilise not only the academic community, including its former students, but also the corporate entities and citizens in general. This was also a good opportunity to reflect, discuss and prepare the future of the U.Porto in light of the teachings of the historical heritage, of which the University is very proud.

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<sup>2</sup> Horizon 2020 is the new programme of the European Union (EU) to fund research and innovation in the period 2014-2020. The funds (totaling about 80 200 million Euros) will be made available to research entities, universities, private innovative companies, and SMEs.

The connection to society was also strengthened by the creation of better conditions for advanced training, applied research and technology-based or socially differentiating entrepreneurship. Worth mentioning is the conclusion, in 2011, of the works on the qualification of important infrastructures of the University, for example, the facilities shared by the ICBAS – Institute of Biomedical Sciences Abel Salazar and the FFUP - Faculty of Pharmacy, the new building in the FMUP - Faculty of Medicine, and the Innovation Center and the Technology-based Incubation Center of the UPTEC – Science and Technology Park of the University of Porto.

All these works show the efforts made by the University to provide better conditions for better learning, research and innovation through the renovation and expansion of its physical infrastructures, scientific equipment and technological resources. These new areas will certainly have positive effects on the main criteria for evaluating the U.Porto, enhancing, at the same time, new ways of generating income, since the University will better meet the requirements of the more dynamic sectors of society, in particular the national and international innovative companies.

### 3. ACTIVITIES DEVELOPED

As in previous years, this section shows in great detail the activities planned according to the strategic topics that were adopted, showing, for each one, their degree of implementation.

For each set of activities, we present the targets set for 2011 and the corresponding determined metrics, after the consolidation of the contributions received from several constituent entities of the University - Rectory, Organic Units (OUs)<sup>3</sup> and Autonomous Services (AS).

To facilitate the evaluation of activities carried out, we also present the 2010 historical metrics, where appropriate, as well as the targets for 2012 and 2015 that were established in the Activity Plan for 2012 and the Strategic Plan 2011-2015<sup>4</sup>.

#### 3.1. DETAIL OF ACTIVITIES: RESEARCH

The activities conducted under the research went on as planned, investing notably on the growth of the University by encouraging joint and cooperation R&D+i projects, through a strategic approach steered to the growth of a knowledge economy.

In this context, special priority was given to raising the awareness of the research groups to the importance of finding quality answers to the most relevant themes in their area of expertise, in coordination with the best national and international partners, safeguarding their identity and autonomy. Research groups were particularly encouraged to align the themes to the critical areas of knowledges appropriately identified at regional and national levels, the overall goal of the University being its

<sup>3</sup> With the exception of the OUs FADEUP and FBAUP, whose contributions were not received in due time. The absence of these contributions did not, however, affect the calculation of the metrics presented below, since they reflect the consolidated position of the University, with the exception of the following indicators, whose values for 2011 are underestimated: No. of books or book chapters; No. of international scientific meetings organised; No. of participants in conferences, lectures and debates; and No. of visitors of museums.

<sup>4</sup> We only show the targets for 2012 and 2015 that were defined under the Activity Plan for 2012 or the Strategic Plan, notwithstanding the fact that they may have been defined for the U.Porto, OUs or AS. Note that some targets for 2012 may be irrelevant now seeing that, in terms of the information now collected, they have already been achieved in 2011. This requires an upward revision, which we have not done in this document, given that its aim is, above all, to disclose the activities carried out in 2011. Such a revision will be done in the monitoring of the Activity Plan for 2012 and the Strategic Plan.

will to participate actively in R&D+i projects on a broader and relevant scale, as a basis to support the development of new solutions in these areas.

Therefore, in 2011, activities carried out to stimulate national and partnerships with public and private institutions or entities were instrumental, forming cooperation platforms for the development of innovative businesses, encompassing business skills and scientific and technological knowledge.

Below is the detailed level of compliance of operational objectives set for 2011 under the strategic theme of RESEARCH, organised according to the goals that contribute to the vision of the University.

Strategic Objective 2011-2015		IP2 - Define Strategic areas			
Activities planned for 2011					Level of implementation
Define a consolidated policy for R&D+I activities					Transferred to 2012
Perform a SWOT analysis of R&D+i activities, especially in areas that have already relevant skills					Not implemented
Promote a reflection on the priorities and define strategic targets					Implemented
Identify and monitor emerging strategic areas, taking into account national and European priorities					Implemented
Promote the alignment of R&D+i groups with strategic targets					Implemented
Set up a steering committee to advise and validate the strategy					Not implemented
Rearrange the R&D+i groups in light of the R&D+I policy					Partially implemented
Detail of activities done in 2011					
Sector-specific and general meetings were arranged, for e.g., the 1 <sup>st</sup> Meeting of R&D +i Centers of the U.Porto, setting the challenge for cohesion and interdisciplinarity in order to improve mutual knowledge, find synergies and analyse the best choices to organise and support R&D+i at the U.Porto. The meetings were organised based on common scientific areas, especially in matters of priority to the regional and national development agenda established under the QREN - National Strategic Reference Framework, to better shape the initiatives to the public financing instruments available.					
Activities of the same kind were replicated, where appropriate, in the context of each Organic Unit, to improve the intra-institutional coordination and the sharing of good practices, as well as to outline support strategies to research techniques and to monitor the preparation of dissertations. This coordination is obviously necessary in some OUs with variable links to the R&D units, coexisting in an environment that would benefit much from an upgrading. Whenever applicable, these activities were obviously outlined according to the strategic objectives and resources laid down in the organic regulations of each OU and R&D units (e.g. forming Councils of the research units).					
Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
% of R&D+i groups and units integrated in Associate Laboratories rated by the FCT at least as "Very Good "	75% 45/60	75% 45/60	75% 45/60	75% 45/60	90%

Strategic Objective 2011-2015	IP3 - Promote the articulation between R&D+i groups of the U.Porto
Activities planned for 2011	
	Degree of implementation
Integrate the R&D+i institutes to which the U.Porto is associated as a research OU, if requested by these institutes	Transferred to 2012
Promote multidisciplinary research between R&D+i units	Transferred to 2012
Survey and disseminate established competences	Implemented
Disseminate and promote good research and organizational practices	Not implemented
Promote the joint implementation of projects	Implemented
Promote a policy of shared use of scientific equipment	Transferred to 2012
Conduct a survey of the scientific equipment able to be shared	Partially implemented
Define procedures that favour the shared use of such equipment, ensuring the implementation of the financing model based on total costs	Partially implemented
Support the purchase of scientific equipment for shared use	Implemented
Rationalize the provision of library resources in order to increase the availability of publications in electronic format	Implemented

#### Detail of activities performed in 2011

The process of producing a framework for the R&D+i institutes of the U.Porto as an OU of research did not materialize as expected, due to the recent integration of the U.Porto in the State budget, which changed the assumptions originally assumed.

To promote multidisciplinary research, investments were made to facilitate the dialogue between the OUs and R&D+i units, producing various joint research projects that relied on public and private funding. This was achieved through many initiatives, sponsored by the Rector and the OUs, for example, the organization of the conference cycles "Knowledge at the U.Porto", with the presentation and recording of conferences of different groups and institutes of the U.Porto, the development of the U.Point platform, intended to disseminate the existing skills and resources in the university. The U.Point platform, which is also underpinned by the simplification of the shared use of equipment, is currently undergoing tests and we expect it will be launched in the second quarter of 2012.

At the same time, priority was given to the promotion of horizontal infrastructures to the University and accessible to businesses, such as the LABIOMEP – Laboratory of Biomechanics of the U.Porto, or the micro and nano manufacture unit of CEMUP – Materials Center of the U.Porto, designed based on the shared use of expensive technological resources, but essential to the economic value of knowledge. With regard to the young multidisciplinary research, we continued to organise the IJUP - Young Researchers at the U.Porto programme, requiring the participation of the different OUs and R&D+i groups.

Finally, in the case of the subscription and renewal of library resources, the university opted for the electronic subscription of periodicals, sharing its sources via the Virtual Library portal to the entire community of the U.Porto. Debriefings were also arranged as well as training events, for students and researchers, on the strategies to explore databases and other resources available, encouraging the use and benefits of the literature and document resources available.

Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
No. of R&D+i institutes part of the U.Porto as OUs of research	0	2	0	2	10
Deadline for the survey and definition of procedures (Regulation) for the use of common equipment and their registration in SIGARRA	n.a.	December	U.Point being tested	n.a.	n.a.
Subscription of periodicals and databases in duplicate	n.a.	0	0	n.a.	n.a.

n.a. – Metrics of indicator not available, or its target was not established for 2012 or 2015 under the Activity Plan for 2012 or the Strategic Plan of the University, as applicable.

Strategic Objective 2011-2015	IP4 - Extend access to research networks
Activities planned for 2011	
	Degree of implementation
Encourage the development of interdisciplinary R&D+i projects	Implemented
Promote institutional cooperation programmes	Implemented
Conduct a survey of R&D+i groups involved in formal or informal cooperation programmes with programmes with national and international institutions	Transferred to 2012
Promote formal agreements with national and international institutions with similar or complementary competences to those of the U.Porto	Implemented

Strategic Objective 2011-2015	IP4 - Extend access to research networks (Continued)
Promote the integration in networks and associations, with special focus on emerging areas of particular strategic importance	Partially implemented
Keep updated information on the level of participation of the U.Porto (R&D+i groups and OUs) in networks and associations	Not implemented

#### Detail of activities performed in 2011

The U.Porto, via the OUs and R&D+i groups, was very active in 2011 in the Centers for Technology and Competitiveness, and regional and national clusters linked specifically to their areas of competence. Therefore, it encouraged the implementation of interdisciplinary projects on themes aligned with the critical areas of knowledge duly identified, aiming to increase and strengthen the scientific and technological production of the U.Porto in those areas, also by better coordinating knowledge centers and companies.

In the context of the Promotion of Teaching Staff and Non-teaching Staff Mobility Programmes of the U.Porto, the university strengthened the existing cooperation agreements with foreign universities, implementing, whenever possible, networks and international research projects. In particular, the recent partnership with the University of São Paulo (USP) that aims to provide better conditions for the participation in international R&D+i networks, investing especially in the complementarity of competences, experiences and resources, to respond to new scientific and technological challenges. This partnership will not only make it easier to access relevant financial resources available within international programmes, but also the internationalisation of knowledge created, which is one of the priorities of the public policies to support innovation materialized in the +E+I - Strategic Programme for Entrepreneurship and Innovation.

One final note on the fact that flows of information in research units based in, or partners of the OUs are not always optimised. This reality, which has hindered the establishment and maintenance of updated information on projects, cooperation networks and outcomes of R&D resulting from the activities of those entities, has undergone improvements, whenever possible, in light of the mechanisms provided in the regulations of OUs and R&D+i groups.

Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
No. of networks and foreign associations to which the U.Porto belongs	31	30	30	30	n/a
% of research projects with international funds led and already running	73*	80*	Calculation underway	24% 28/116	30%
% research project with national funds led and already underway	501*	400*	Calculation underway	39% 196/499	n/a

\* Total number of ongoing projects.

n/a - The target of the indicator is not established for 2015 under the Strategic Plan of the University.

Strategic Objective 2011-2015	IP5 - Attract and retain the best researchers
Activities planned for 2011	
Attract and retain high-potential researchers	Degree of Implementation
Enhance the visibility of the U.Porto with the media	Transferred to 2012
Develop specific promotional campaigns with renowned institutions with whom the U.Porto has agreements	Implemented
Recast the promotional support and follow-up mechanisms of contacts established at trade fairs	Partially implemented
Strengthen cooperation agreements with renowned universities, including researcher-sharing mechanisms (e.g. Invited Chairs)	Implemented
Promote applications to support mobility <i>in</i> programmes for researchers	Partially implemented
Support the reception and accommodation of high-potential researchers	Implemented
Define a programme to promote the long-term hiring of high-potential researchers	Not implemented
Enhance the potential of researchers of the U.Porto in the area of R&D+i	Implemented
Encourage formal and informal mobility <i>out</i> of researchers, with national and international institutions	Implemented
Streamline the submission of applications to R&D+i funding programmes	Implemented
Award the development of excellent R&D+i activities (e.g. Research Incentive Award)	Implemented

Strategic Objective 2011-2015		IP5 - Attract and retain the best researchers (Continued)			
Detail of activities performed in 2011					
<p>The policy of attracting high-potential researchers external to the U.Porto has been implemented carefully, resulting in the arrival of post-doc fellows and in the collaboration of leading foreign researchers. To this end, it has been very important to systematically promote the objectives and results of research produced, reporting and announcing the most successful cases to the community and media.</p> <p>Note also that as part of the existing programme with the University of São Paulo, already mentioned, tests have been conducted on a model of hosting foreign post-doc teachers, researchers and students, facilitating the exchange of information and data among scientific communities, and encouraging the development of projects in partnership with other foreign institutions, especially from outside Europe.</p>					
Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
% of researchers with a degree obtained in a foreign university, or with a post-doc internship of at least two years in foreign institutions	24%*	25%*	23%*	25%*	30%

\* Also includes teachers. It does not include researchers and teachers who did their post-doc internship of at least two years in foreign institutions.

Strategic Objective 2011-2015		IP6 - Encourage the integration between Research and Training			
Activities planned for 2011					Degree of Implementation
Increase the link between education and research, supporting student involvement in the R&D+I activities					Implemented
Increase the participation of 1 <sup>st</sup> and 2 <sup>nd</sup> cycle and Integrated Masters (IM) students in R&D+I activities					Implemented
Increase the number of extracurricular training courses, workshops and/or seminars with cross-cutting training and scientific components					Implemented
Detail of activities performed in 2011					
<p>To encourage multidisciplinary research in the first cycles of study, we continued to organise the IUUP - Young Researchers at the U.Porto programme, and focused more on the grants to finance the multidisciplinary projects presented therein. With this in mind, we contacted a group of business entities interested in maintaining contacts with the national scientific and technological system. We also ensured support to other scientific meetings with a similar purpose, for example, the YES Meeting, an event that gathers health students from around the world to discuss the results obtained with internationally renowned researchers.</p> <p>At the same time, we continued to encourage the publication of scientific papers by students, especially in the 2<sup>nd</sup> and 3<sup>rd</sup> cycles, and to organise interdisciplinary specialization courses that teach competences in restricted areas from curricular units already being taught in the 2<sup>nd</sup> cycle. Note also that, to stimulate the beginning of scientific activity, and the development of a critical sense, creativity and autonomy of students, some OUs have offered unpaid traineeships of integration in research, especially designed for 1<sup>st</sup> and 2<sup>nd</sup> cycle students.</p>					
Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
No. of students participating in the IUUP	1 000	750	873	1 100	n.a.

n.a. - The target of this indicator was not established for 2015 under the Strategic Plan of the University.

Strategic Objective 2011-2015		IP7 - Improve the conditions of research funding			
Activities planned for 2011					Degree of
Increase funding through competitive programmes					Implemented
Anticipate and disseminate, in an integrated way, the funding opportunities					Implemented
Publicise support services to the submission of applications					Implemented
Publicise support services to the negotiation with programme managing authorities					Implemented
Strengthen interdisciplinary training of R&D+i management experts and of teachers/researchers, from the viewpoint of management and project attraction					Partially implemented

Strategic Objective 2011-2015		IP7 - Improve the conditions of research funding (Continued)			
Detail of activities performed in 2011					
<p>In the national context, we intensified the search for funding needed to create new knowledge, despite the limited availability of public and private instruments. In the international context, we analysed the new EU funding models which will prevail from 2014 on.</p> <p>In any case, and in order to increase the ability to generate its own revenue, also using jointly financed projects, we sought to optimise in both the Rectory and in most OUs, the announcement of calls for applications to the various programmes available, and organised debriefings aimed at students with specific scientific affinities.</p>					
Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
Funding obtained through competitive programmes (national and international) (in millions of Euros)	16.7	14.4	14,6	19	Increase 5%/year

Strategic Objective 2011-2015		IP8 - Increase the visibility of R&D+i developed at the U.Porto			
Activities planned for 2011					Degree of Implementation
Define a programme to support the dissemination of R&D+i activities					Transferred to 2012
Generalise the organisation of training activities to support publication					Partially implemented
Promote the registration of dissertations, theses and publications in the Open Repository (OR) and in SIGARRA					Implemented
Promote the registration of projects in SIGARRA					Partially implemented
Disseminate the editorial policy of the U.Porto					Implemented
Consolidate the U.Porto TV channel (TVU.) as a communication channel					Implemented
Disseminate the R&D+i activities developed among peers					Implemented
Disseminate the R&D+i activities developed with strategic partners					Implemented
Detail of activities performed in 2011					
<p>The R&amp;D+i activities developed by teachers and researchers were disclosed internally and among peers through all resources available, including dynamic e-mail and information hosted in the institutional sites, and through the TVU., the operation of which was changed to improve its capacity to cover and publicise events. The R&amp;D+i activities were disseminated to the public, as usual, through press releases and, more recently, through television broadcasts of co-financed scientific programmes, for e.g., "Engineering in one Minute".</p> <p>As much as possible, we increased, at the OUs, the support to the translation of articles, by hiring proofreading services, especially in the English language, making it easier to submit papers to international scientific journals.</p> <p>We also continue to register in most of the OUs the projects, dissertations, theses and publications in SIGARRA and the OR - Open Repository. Note also, the significant increase of the OR, which in 2011 maintained its leading position in all the national repositories of scientific publications. The regular deposit of publications by teachers and researchers of the U.Porto academic community shows the gradual endorsement of the Open Access Policy, subscribed and encouraged by the University, but also the increasing involvement in the sharing of information and dissemination of knowledge with partner communities.</p>					
Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
No. of ISI-WoS and Scopus (SCImago) documents, per PhD (FTE - Full time equivalent)	ISI-WoS: 1.51 Scopus: 1.72	ISI-WoS: 1.63 Scopus: 1.72	ISI-WoS: 1.63* Scopus: 1.74*	ISI-WoS: 1.68 Scopus: 1.93	2
No. of ISI-WoS and Scopus (SCImago) documents	ISI-WoS: 2 050 Scopus: 2 224	ISI-WoS: 2 308 Scopus: 2 434	ISI-WoS: 2 310* Scopus: 2 462*	ISI-WoS: 2 455 Scopus: 2 825	3 300
% of documents in the 1 <sup>st</sup> Quarter in the scientific area	49.73%	50.16%	49.50%*	55.18%	n.a.
Standardised Impact (SCImago)	1.16	1.23	1.25	1.46	n.a.
No. of publications registered in SIGARRA	38 161	36 500	43 029	41 800	n.a.
No. of projects registered in SIGARRA	1 979	2 000	2 203	2 500	n.a.
No. of books or chapters of books published	767	420	563	675	n.a.
No. of international scientific meetings organised	131	150	170	200	n.a.
No. of publications registered in the Open Repository	12 927	16 000	18 726	18 500	n.a.

\* The metrics for 2011 are implemented, but are still provisional on the date of this report. The final numbers will only stabilise when all the documents published are, in fact, indexed in the databases.

n.a. - The target for this indicator was not established for 2015 under the Strategic Plan of the University.

The chart below shows the details of the ratio for ISI-WOS document per FTE PhD, per faculty, at the end of 2011.

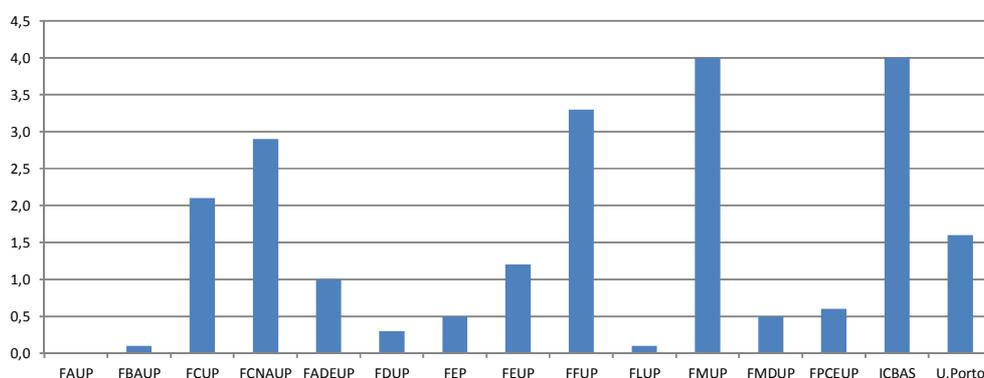


CHART 1 – RATIO FOR DOCUMENTS (ALL TYPES) ISI – WORDS PER FTE PhD, PER FACULTY

### 3.2. DETAIL OF ACTIVITIES: TRAINING

In the case of training, most of the activities planned for 2011 went smoothly. Still, we identified some activities which due to their cross-cutting nature and importance will continue in 2012, and are already part of the Activity Plan of the CCMEUP - Coordinating Council of the Educational Model of the U.Porto, established in July 2011.

Note, in particular, the need to continue to promote the dissemination of good practices, including those relating to the streamlining of the training offer, the flexibility of study plans to enhance interdisciplinarity, and the cross-cutting competences of students and initiatives to promote academic integration and educational attainment.

The table below shows, in details, the activities that contributed to meeting the operational objectives set for 2011 under the strategic theme TRAINING.

Strategic Objective 2011-2015	FS1 - Continuously improve the quality of teaching/learning
Activities planned for 2011	
Review, monitor and evaluate 1 <sup>st</sup> cycle, 2 <sup>nd</sup> Cycle and IM courses	Implemented
Review the training offer, in light of the results of the preliminary accreditation process	Implemented
Monitor and evaluate the study cycles /Credit Units (CUs) through the evaluation procedures already in place	Implemented
Review, monitor and evaluate non-degree awarding training courses	Implemented
Establish mechanisms for continuing evaluating compliance with the Trust Agreement established with the MCTES	Implemented

Strategic Objective 2011-2015 | FS1 - Continuously improve the quality of teaching/learning (Continued)

Detail of activities performed in 2011

The U.Porto has formal mechanisms to approve and monitor the study cycles offered. The procedures and criteria to organize, inform and decide on the processes to create, modify, suspend or extinguish study cycles are well defined, although we are still continuously improving them, for e.g., the establishment, in 2011, of the CCMEUP - Coordinating Council of the Educational Model of the U.Porto, whose aim is to cross-cut educational activities and promote the sustained improvement of educational quality at the U.Porto.

Along with the activity of the CCMEUP, some OUs have conducted very specific actions to continuously improve teaching, for e.g., the creation of specific groups dedicated to the development of educational advisory projects, based on the analysis of course units chosen from results of the educational surveys and rates of approval. Some OUs have also ensured studies on the evolution, over time, of the response rates and the results obtained in the educational surveys, providing the selection, analysis and dissemination of school efficiency and economic indicators of their courses.

In any case, the procedures currently in place provide for mechanisms to collect feedback, via educational surveys, from former students, teachers and other relevant external partners, which are the basis for decisions regarding the maintenance, updating or renewal of the training offer. In 2011, these procedures resulted in 72 requests to change study cycles (8 first cycles; 6 integrated masters; 36 second cycles; 22 third cycles).

On this regard, note also the approval by the General Council in June 2011 of the new version of the procedures for Monitoring and Evaluating the First and Second Study Cycles, and Integrated Masters, which will allow, from 2012, the evaluation of all the cycles through their Reports on Study Cycles. Note, also, that the processes of preliminary accreditation of study cycles submitted to the A3ES - Assessment and Accreditation Agency for Higher Education, enabled a review of the training offer, investing mostly on streamlining the course units offered.

Finally, note that the non-compliance with the development contract signed with the Government has meant, as expected, that some targets were not met.

Indicators	Objective 2011	Done in 2011	Target 2012
% of study cycles evaluated through their Reports on Study Cycles	100%	0%	n.a.
Specific Development Programme of the U.Porto – Extending the 1 <sup>st</sup> cycle training offer to a wider audience *	+300	+237	+450
Specific Development Programme of the U.Porto – Improving educational attainment in the various study cycles	+200	n.a.	+250
Specific Development Programme of the U.Porto – Increasing admission in the second cycles and integrated masters, in order to increase and diversify the qualification of graduates **	+900	+111	+1 100
Specific Development Programme of the U.Porto – Increasing third cycle qualifications	+80	+111	+120
Specific Development Programme of the U.Porto – Diversifying non-degree awarding training offer, including specialisations***	+950	432****	+1 050

\* Measure to be achieved by providing placement for people over 23 for transfers and changes of courses, access for holders of medium and higher degree courses, readmission of students who left their training, and attendance of distance courses

\*\* Increase of places for 2<sup>nd</sup> and 3<sup>rd</sup> cycles, broadening the access to 4<sup>th</sup> and 5<sup>th</sup> years of Integrated Masters, readmission to conclude the degree, admission for a new qualification (masters degree for former graduates), and encouraging attendance after normal working hours, part-time and distance learning.

\*\*\* Targets for the increase of diplomas relating to training courses awarding 15 or more ECTS credits.

\*\*\*\* Since there is no data on the number of graduates in non-degree awarding courses for 2010, we are unable to show the increase compared to previous the year, therefore the metrics shows the total number of graduates in courses with 15 or more credits in 2011. The number of graduates in non-degree awarding courses with less than 15 credits is much higher, but was not included in these metrics.

n.a. - Metrics of indicator not available, or its target was not established for 2012, as appropriate.

Strategic Objective 2011-2015	FS2 - Improve employability levels				
Activities planned for 2011					Degree of
Consolidate the monitoring of professional careers of U.Porto graduates, streamlining the Employment Observatory project					Implemented
Define the specifications for the Employment Observatory Platform					Not implemented
Enhance the dissemination of training offers with employers and Former Students					Implemented
Define the specifications for the integrated Employment Platform of the U.Porto					Transferred to 2012
Enhance the dissemination of employment opportunities (Employment Weeks/Job Opportunities)					Implemented
Encourage the traineeship/course project component of the 1 <sup>st</sup> and 2 <sup>nd</sup> cycle, and IM in external entities					Implemented
Detail of activities performed in 2011					
<p>In 2011, we published the results of surveys of the U.Porto graduates in 2005 and 2009, and again the response rate was over 50%. The activity of the Observatory was thus consolidated, and allowed to not only meet the requirements of the RJIES - Legal System of Higher Education Institutions and of the Higher Education Evaluation Act, but also, and above all, provide objective instruments to measure the social relevance of training at the U.Porto, and to work towards its continuous improvement.</p> <p>In order to obtain a high response rate, throughout the survey the OUs developed various dissemination strategies of this study, aiming to mobilize students into filling in the survey hosted on the institutional website of the U.Porto, sending e-mails and SMS, in addition to the usual placement of banners in the SIGARRA. To add to the current survey of graduates, the U.Porto prepared a survey of employers, which is also under review, although some OUs are already doing it.</p> <p>As regards the Employment Platform, the Rectory promoted a meeting with the representatives of Offices of Professional Integration of the U.Porto, in January 2011, proposing, among other aspects, to focus on new forms of future cooperation, and to articulate information in a multidisciplinary and integrated perspective throughout the university, especially in the context of existing Job Opportunities. In 2012, a Job Opportunity agency of the U.Porto will be operational, as provided in the Activity Plan of SIGARRA. Moreover, various OUs are managing the local job opportunities, which are the main interface mechanism with companies in the recruitment of students and graduates.</p> <p>The professional integration of graduates has also been done by OUs, organising annual job fairs, some of which also concerned with research, innovation and the transfer of knowledge. These fairs have gradually become international, since they are attended by international companies interested in offering the U.Porto graduates a first professional experience abroad.</p> <p>In 2011, as part of the CCMEUP activities, particular importance was also given to the need to include in the second cycle study plans in addition to the Dissertation, the traineeship and/or project, thus providing students with a training experience at the workplace, and therefore, increasing the employment potential of U.Porto graduates. This is already taking place in many OUs that have established contacts with several companies and other entities, to allow for short term traineeships (observation traineeships), and dissertations in a corporate environment.</p>					
Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
% graduate students who responded to the survey	n.a.	> 50%	50.6%	n.a.	n.a.
Deadline for defining the specifications of the Employment Platform	n.a.	December	Not implemented	n.a.	n.a.

n.a. - The target of the indicator not established for 2012 or 2015 under the Activity Plan for 2012 or the Strategic Plan of the University, as applicable.

Strategic Objective 2011-2015	FP3 - Promote multidisciplinary and multiculturalism				
Activities planned for 2011					Degree of
Increase the offer of multidisciplinary courses					Partially implemented
Encourage the joint organisation of multidisciplinary courses by the OUs					Implemented
Expand the partnerships for double or multiple degrees					Implemented

Strategic Objective 2011-2015	FP3 - Promote multidisciplinary and multiculturalism (Continued)				
Detail of activities performed in 2011					
<p>Despite the difficulty in achieving multidisciplinary in the U.Porto, the number of multidisciplinary courses involving various OUs increased, as did and courses resulting from partnerships for double or multiple degrees, and educational and scientific joint work with other institutions. In 2011, 8 new study cycles were created, of which 1 study cycle is a single organic unit, and 1 is inter-university.</p> <p>When examining requests for preliminary accreditation of new study cycles, we encouraged multidisciplinary participation when we identified scientific areas linked to the OUs other than the ones proposed. Moreover, we made a tremendous effort to raise awareness, in the context of the CCMEUP, to the importance of creating mechanisms in the OUs that favour interdisciplinarity among students, and allow them to deepen their knowledge in areas complementary to the disciplinary area(s) of the study cycle.</p> <p>Such mechanisms are already in place in some OUs that have put into practice the compatibility of ECTS credits (allowing the optimisation of existing resources, greater streamlining of training, and the simplification of student mobility at the U.Porto) or the offer of optional and free choice of course units, or "internal mobility" credits, with contents that do not require prior detailed knowledge.</p> <p>To materialise effective international cooperation activities, particularly in degree-awarding post-graduate training, in 2011 the Programme for the Promotion of Teaching Staff and Non-Teaching Staff Mobility was approved, to run until 2013.</p> <p>One last note on the number of students in mobility <i>out</i>. The estimated number for 2011 was based on an estimated growth of 25%, clearly inadequate in light of the current economic context. Still, against this backdrop, we were able to ensure an increase of 5% in the number of students in mobility <i>out</i>. This increase was the result of greater cooperation with other universities, also achieved through the participation in events that aim to promote mobility, and the establishment of cooperation agreements (e.g. the conference sponsored by the EAIE - <i>European Association for International Education</i>).</p>					
Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
No. of degree awarding training programmes involving various OUs	1 <sup>st</sup> C+IM: 4 2 <sup>nd</sup> C: 13 3 <sup>rd</sup> C: 13	1 <sup>st</sup> C+IM: 4 2 <sup>nd</sup> C: 15 3 <sup>rd</sup> C: 20	1 <sup>st</sup> C+IM: 4 2 <sup>nd</sup> C: 14 3 <sup>rd</sup> C: 17	1 <sup>st</sup> C+IM: 4 2 <sup>nd</sup> C: 15 3 <sup>rd</sup> C: 18	20%
No. of 2 <sup>nd</sup> and 3 <sup>rd</sup> cycle programmes in collaboration with other national universities	2 <sup>nd</sup> C: 2 3 <sup>rd</sup> C: 14	2 <sup>nd</sup> C: 4 3 <sup>rd</sup> C: 18	2 <sup>nd</sup> C: 3 3 <sup>rd</sup> C: 18	2 <sup>nd</sup> C: 4 3 <sup>rd</sup> C: 17	n.a.
No. of 2 <sup>nd</sup> and 3 <sup>rd</sup> cycle programmes in collaboration with other international universities	2 <sup>nd</sup> C: 5 3 <sup>rd</sup> C: 7	2 <sup>nd</sup> C: 6 3 <sup>rd</sup> C: 5	MI: 1 2 <sup>nd</sup> C: 6 3 <sup>rd</sup> C: 11	2 <sup>nd</sup> C: 10 3 <sup>rd</sup> C: 11	8%
No. of students in mobility <i>out</i>	990	1 300	1 033	1 365	n.a.

n.a. - The target of the indicator is not established for 2015 under the Strategic Plan of the University.

Strategic Objective 2011-2015	FP4 - Ensure appropriate educational-scientific contents
Activities planned for 2011	
Degree of Implementation	
Define and put into practice an educational and scientific training programme for teachers	Implemented
Develop actions to improve teaching (e.g. project "De par em par na U.Porto")	Implemented
Consolidate the bonus policy to stimulate the educational component	Implemented
Promote the periodic review of educational-scientific contents in light of the evaluation mechanisms already in place	Implemented
Ensure the offer of optional course units in all study cycles (preferably from other study cycles)	Implemented
Generalise the offer of course units that promote the development of interpersonal and communication skills	Implemented
Reuse scientific and pedagogical contents already in place in other types of training	Implemented
Include the 2 <sup>nd</sup> cycle and 3 <sup>rd</sup> cycle course units in continuous training	Implemented
Organise specialisation courses based on existing course units	Implemented

Strategic Objective 2011-2015	FP4 - Ensure appropriate educational-scientific contents (Continued)
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Detail of activities performed in 2011

In 2011, also under the CCMEUP, we examined several proposals for an integrated pedagogical training of U.Porto teachers, with pedagogical, technological and communication components, identifying, at the outset, the initiatives taking place throughout 2012, of interest in this field. In any case, we defined and set in place specific scientific-educational training programmes in various OUs. We also continued the project “De par em par na U.Porto”<sup>5</sup>, emphasising its interdisciplinary interest and incentive to better knowledge and cooperation among teachers from different areas and OUs.

In 2011, the CCMEUP also examined proposed requirements for the incentive and pedagogical excellence award. It is also about implementing or supporting the regulation of a set of measures of institutional recognition, intended to recognise and reward the investment in the quality of teaching. However, some OUs are already giving incentive awards and teaching excellence awards to promote the best teaching practices.

Finally, note that the process of changing the study cycles has been lengthy and complex, depending on the ongoing assessment by A3ES. This has made it impossible for all study cycles to have, in 2011, at least 10% of optional ECTS, as planned.

Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
Deadline for putting in place the teaching excellence awards	n.a.	December	Not yet defined	n.a.	n.a.
Metric score of teachers by students	5.22	5.17	5.22	5.20	5.40
Metric score of the course unit by students	4.57	4.65	4.57	4.70	4.90
% of study cycles with at least 10% of optional ECTS	n.a.	100%	52.63%	n.a.	n.a.

n.a. - The target for this indicator was not established for 2015 under the Activity Plan for 2012 or the Strategic Plan of the University, respectively.

Strategic Objective 2011-2015	FP5 - Attract and retain more students
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Activities planned for 2011

Activities planned for 2011	Degree of Implementation
Attract and retain more 1 <sup>st</sup> cycle and IM students	Implemented
Strengthen the dissemination of information on the U.Porto and its training offer among the youth population, in a strategy common to the various study cycles	Implemented
Attract and retain more students of the 2 <sup>nd</sup> and 3 <sup>rd</sup> cycles and non-degree awarding training	Implemented
Strengthen the dissemination of information on the U.Porto and its training offer among Students Associations and professional organisations	Implemented
Arrange appropriate schedules for professionally active students	Implemented
Strengthen the offer of courses with an e-learning component	Implemented
Maintain and consolidate an online catalogue of non-degree awarding training courses	Implemented
Expand the offer of non-degree awarding training in the form of individual course units and as tailor-made courses	Implemented
Accredit non-degree awarding training, where appropriate	Implemented
Assess the need to review the fees, adjusting them to the level of demand	Implemented
Attract more foreign students seeking degrees or short periods of stay	Implemented
Strengthen the dissemination actions among foreign universities, especially in Galicia and in Portuguese speaking universities	Implemented
Promote, in particular, intensive courses in Portuguese for Erasmus students	Implemented
Ensure the accreditation of intensive courses in Portuguese	Implemented
Ensure course units taught in English that are transversal to the various scientific areas (and which are more likely to be part of the students' study contracts)	Implemented
Provide additional places in the 2 <sup>nd</sup> and 3 <sup>rd</sup> cycles for foreign students	Implemented
Provide updated information in due time on the training offered at the U.Porto on various websites	Implemented
Encourage the timely completion of study cycle/course units data sheets (in Portuguese /English) in SIGARRA	Implemented

<sup>5</sup> [https://sigarra.up.pt/up/conteudos\\_service.conteudos\\_cont?pct\\_id=11601&pv\\_cod=05GoHdmanvlg](https://sigarra.up.pt/up/conteudos_service.conteudos_cont?pct_id=11601&pv_cod=05GoHdmanvlg)

Strategic Objective 2011-2015 | FP5 - Attract and retain more students (Continued)

Detail of activities performed in 2011

In 2011, the U.Porto continued to promote its study cycles and exchange programmes for the improvement or development of skills in all study cycles, in order to attract and retain more students.

By increasing the number and quality of courses, supported by both the potential of the institution and the R&D+i units, various initiatives were developed in 2011 to attract more national and international students. In particular, more effort was put into the dissemination of courses offered and a better integration of students, through scientific and cultural events. Open days were also arranged at the OUs, preserving stronger links with the community, including parents and guardians, as well as other initiatives to welcome foreign students under existing cooperation projects. On this respect, note also the creation, where this is relevant, of additional places under existing cooperation agreements.

As part of the CCMEUP's work, we particularly encouraged the timely updating of mandatory fields in course unit datasheets, in Portuguese and in English, and the expansion of mechanisms to report delays in filling in such fields in the Information System is also under analysis, to be in full operation in the academic year 2012/2013.

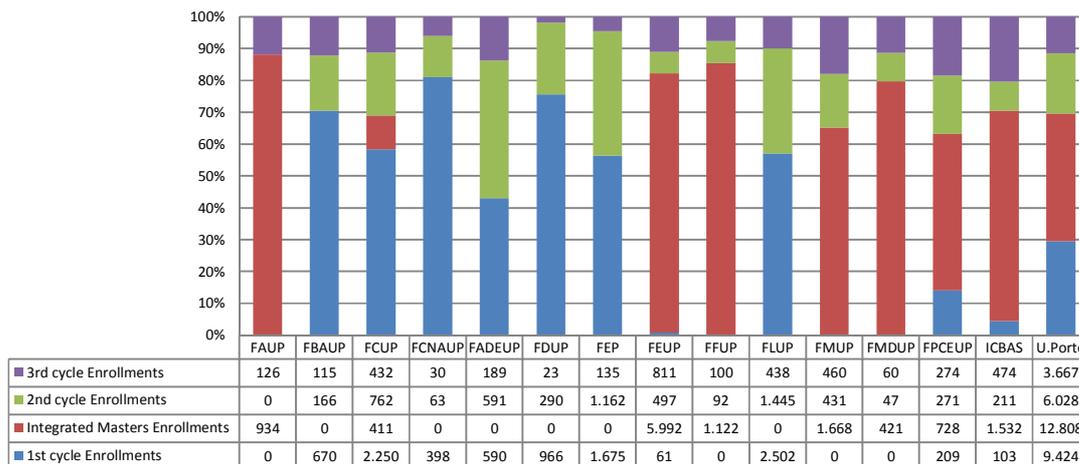
In any case, various OUs have disclosed the information on post-graduate courses offered, in Portuguese and in English, and prepared studies to identify and examine the data missing in the SIGARRA system with regard to course units. In addition to the course unit datasheets, class summaries, course unit reports, release of grades and requests for equivalence have also been examined.

Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
Ratio of candidates in 1 <sup>st</sup> option for 1 <sup>st</sup> cycle and IM vacancies offered	1 <sup>st</sup> C: 1.5 MI: 2	1 <sup>st</sup> : 1.7 MI: 1.9	1 <sup>st</sup> : 1.5 MI: 2.0	1 <sup>st</sup> C: 1.5 MI: 2	2.0
No. of students admitted in the 1 <sup>st</sup> cycle and IM - readmissions and special applications	893*	+25%	1 039 +16.3%	600	n.a.
No. of 2 <sup>nd</sup> and 3 <sup>rd</sup> cycle students enrolled (1 <sup>st</sup> year, 1 <sup>st</sup> time)	3 206	3 730	3 673	3 100	4 500
No. of students in mobility <i>in</i> programmes	1 237	1 380	1 474	1 450	6%
No. of foreign students enrolled in studies leading to a degree	1 <sup>st</sup> C+IM:655 2 <sup>nd</sup> C: 377 3 <sup>rd</sup> C: 406	1 <sup>st</sup> C+ IM:500 2 <sup>nd</sup> C: 420 3 <sup>rd</sup> C: 410	1 <sup>st</sup> C+ IM:501 2 <sup>nd</sup> C: 404 3 <sup>rd</sup> C: 407	1 <sup>st</sup> C+IM:525 2 <sup>nd</sup> C: 440 3 <sup>rd</sup> C: 430	6%
% foreign students obtaining a degree	3.60% 242/6 702	3.1% 278/8 850	n.a.	4.4% 334/7 677	6%

\* Readmissions: 272, Over 23: 191, CETs [technological courses]: 4, and TLM: 20. An additional 406, holders of medium and higher degree courses.

n.a. - Metric of indicator is not yet available, or its target was not established for 2015 under the Strategic Plan of the University, as appropriate.

Below are the details on the proportion of students enrolled in 2011<sup>6</sup> per category of course and faculty<sup>7</sup>, showing an increase of 1.8% compared to 2010.



<sup>6</sup> The figures shown are provisional since the final and official registration is not yet complete (RAIDES).

<sup>7</sup> Students enrolled in each faculty means students registered in the courses of which each Faculty is the administrative head-office – See details in Annex 2.

CHART 2 – PERCENTAGE OF NUMBER OF ENROLLMENTS IN 2011, PER CATEGORY OF COURSE AND FACULTY

Strategic Objective 2011-2015	FP6 - Attract and retain better students	Degree of
Activities planned for 2011		
Monitor and evaluate dropouts and school failure		Transferred to 2012
Support initiatives to fight against school dropouts in basic and secondary education		Implemented
Form working groups to monitor and assess the risk profiles reported among U.Porto students		Transferred to 2012
Strengthen the dissemination of psychology support services and mentoring		Implemented
Introduce the figure of "Tutor Student" and/or "Tutor Teacher"		Implemented
Introduce specific programmes to reduce school failure in critical course units (e.g. hired tutors for maths)		Implemented
Reduce school dropouts for economic reasons, providing the means for students to pay fees by doing specific tasks		Implemented
Support the integration of young people in their first year at the university, by promoting specific projects		Implemented
Improve the students' assessment process		Transferred to 2012
Plan the model of distributed assessment, with or without final exam, focusing on the performance of students throughout classes		Implemented

Detail of activities performed in 2011

We also discussed proposals for the adoption of transversal or specific measures of promoting school achievement in the context of the CCMEUP, based also on the analysis carried out in 2011, on the pathway of students admitted to the U.Porto<sup>8</sup>. This analysis will also be particularly relevant to assess, among other indicators, if there is a correlation between the admission grades and (un)successful school achievement of students, as well as the causes behind school dropouts, especially in the 1<sup>st</sup> year of study cycles.

With regard to student assessment, we have encouraged the use of assessment as a learning instrument, and not only as a means to check the learning stage, valuing the practice of self-assessment by students and the articulation of assessment methods, to ensure the acquisition of knowledge and skills. The CCMEUP has also highlighted the importance of establishing selection and seriation criteria for admission to the U.Porto not too anchored on quantitative classifications, a situation that is particularly critical in the case of transfers.

In any case, many OUs have ensured that the process of student assessment is constantly being improved, providing mechanisms for monitoring and assessing the cases of school dropouts or failure, along with mechanisms designed to deal with complaints on pedagogical flaws. Examples of such initiatives include the establishment of offices to support the critical course units (e.g. maths and physics), streamlining programmes to provide free tuition given by voluntary or hired tutors, guidance and integration services for students, and the means available for paying tuition fees by doing specific tasks.

On the latter, dropouts for economic reasons have increased in some OUs. In other OUs, we have noticed that students interrupt second cycle studies, seeking this training abroad, motivated possibly by better employment opportunities after concluding their studies.

Finally, we once again note that the non-compliance of the development contract signed with the Government has meant, as expected, that some targets were not met in this field. However, the number of graduates in 2011 is in line with the numbers in 2010.

Indicators <sup>9</sup>	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
No. of 1 <sup>st</sup> cycle graduates	3 090	6 300	3 233	3 753	6 300
No. of IM graduates	1 830		1 697	2 000	
No. of 2 <sup>nd</sup> cycle graduates	1 479	2 200	1 688	1 638	2 200
No. of 3 <sup>rd</sup> cycle graduates	303	350	286	360	350

Below are the details on the proportion of students enrolled in 2011 per category of course and faculty, showing an increase of graduates by 3% compared to 2010.

<sup>8</sup> See [https://sigarra.up.pt/up/conteudos\\_service.conteudos\\_cont?pct\\_id=11431&pv\\_cod=04awyHjmGJp7](https://sigarra.up.pt/up/conteudos_service.conteudos_cont?pct_id=11431&pv_cod=04awyHjmGJp7)

<sup>9</sup> The figures shown are provisional since the final and official registration is not yet complete (RAIDES).

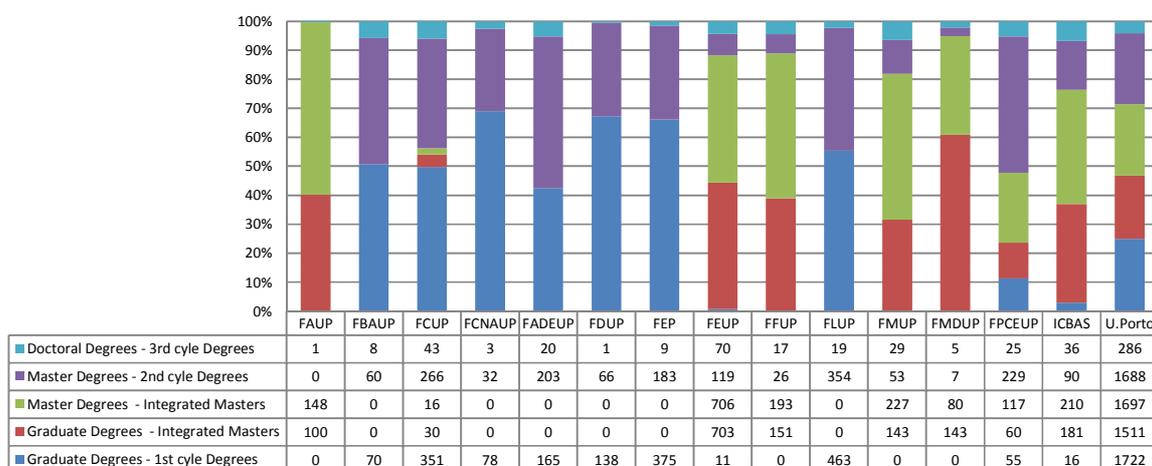


CHART 3 - PROPORTION OF THE NO. OF GRADUATES IN 2011, PER CATEGORY OF COURSE AND FACULTY

Strategic Objective 2011-2015	FP7 - Attract, retain and train the best teachers				
Activities planned for 2011					Degree of
Define criteria to better assign the duty roster of teachers in order to ensure a proper distribution of training vs. research					Transferred to 2012
Review the processes of assigning the duty roster of teachers					Transferred to 2012
Promote the mobility of U.Porto teachers					Implemented
Attract teachers with a high potential					Transferred to 2012
Develop specific promotion campaigns among prestigious institutions with which U.Porto has agreements					Partially implemented
Strengthen cooperation agreements with renowned universities, including researcher-sharing mechanisms (e.g. Invited Chairs)					Implemented
Stimulate applications to support mobility in programmes for teachers					Implemented
Support the reception and accommodation of foreign teachers					Implemented
Define a programme to promote the long-term hiring of high-potential teachers					Partially implemented
Detail of activities performed in 2011					
In reviewing the courses offered, including the processes of creating and changing study cycles, we continued to streamline the courses offered, enhancing a more balanced distribution of teachers' rosters. At the same time, some OUs defined new rules for the distribution of teachers' rosters, based on the needs of activities in various areas, namely teaching, research, and dissemination of knowledge and university management.					
In 2011, we continued to provide support to the applications for mobility <i>in</i> and the monitoring of processes of teachers of partner universities under existing collaboration agreements, boosting and disseminating activities developed during the period of stay at the U.Porto. We also continued to provide awareness-raising activities for teaching excellence, for e.g., the project "De par em par na U.Porto" and the organisation of Pedagogical Workshops in some OUs.					
Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
No. of teachers and researchers in mobility <i>out</i> programmes	91	100	94	130	n.a.
No. of teachers and researchers in mobility <i>in</i> programmes	110	100	100	110	n.a.

n.a. - The target for this indicator was not established for 2015 under the Strategic Plan of the University.

Strategic Objective 2011-2015	FP8 - Promote distance teaching/learning				
Activities planned for 2011					Degree of Implementation
Promote the provision of distance teaching/learning					Implemented
Expand the use of <i>e-learning</i> platforms in the courses offered					Implemented
Create a component in the repository of the U.Porto to allow the registration of educational contents					Transferred to 2012

Strategic Objective 2011-2015		FP8 - Promote distance teaching/learning (Continued)				
Detail of activities performed in 2011						
<p>In 2011, a group was set up to examine possible alternatives to create an integrated technical architecture to support <i>Moodle</i> at the U.Porto, which will provide support to the mobility of teachers and students of the various OUs. This group prepared a technical report that will soon be examined by the CCMEUP. Note also that a new technical support infrastructure is already operational, to support the <i>Moodle</i> service of the U.Porto, and we have been able to improve the availability and performance of this service.</p> <p>A memorandum of understanding was also signed in 2011 between the U.Porto and a reference company dedicated to the promotion and marketing of online contents of the LeYa group. This memorandum of understanding addresses the possibility of reusing educational contents developed at the U.Porto, after they have been properly adapted, applicable to degree awarding training or continuous training.</p>						
Strategic Objective 2011-2015		FP8 - Promote distance teaching/learning (Continued)				
Indicators		Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
% of course units with an <i>e-learning</i> content (open in <i>Moodle</i> )		978	2 500*	3 025*	2 600*	50%

\* From 2011 onwards, the criteria for counting the course units with an *e-learning* component was changed, which now includes all course units open in the U.Porto *Moodle* platforms.

### 3.3. DETAIL OF ACTIVITIES: SOCIAL AND ECONOMIC DEVELOPMENT

The deepening of relations with external entities in 2011 involved a continuous process of consultation with other private and public institutions to adapt the training and research activity to the expectations of these audiences. This process is all the more important because the U.Porto needs to be more responsive to the expectations of the more dynamic sectors of society, to ensure that resources are diversified.

To this end, we invested mostly on signing collaboration protocols with companies and other institutions, promoting joint studies, projects, technical and scientific assistance and advisory services in the field of research, development and innovation, or aimed at creating employment opportunities or any other form of receiving students and former students of the U.Porto. We also invested in the promotion of research, development and innovation projects among companies, under funding opportunities available.

In this area, note also the effort made to provide better physical infrastructures, scientific equipment and technological resources for advanced training, applied research, and technology-based or socially differing entrepreneurship. In fact, as already mentioned, important work was completed in 2011 which will enable a greater social and economic involvement of the University with the region and the country.

Finally, note that in the year of the 1<sup>st</sup> centenary of the U.Porto we also prepared an ambitious celebration programme for the academic community and citizens in general. This programme included scientific dissemination events, exhibition of museum collections, artistic events, sports competitions, special book editions, thematic conferences, meetings for reflection, among other initiatives of undeniable public interest, thereby strengthening the internal cohesion of the institutions, but also the relationships of friendship, cooperation and development with society.

Strategic Objective 2011-2015	DS1 - Adapt the activity of the U.Porto to the expectations of audiences				
Activities planned for 2011					Degree of
Promote the joint implementation of projects with the economic and social sectors					Implemented
Promote the provision of services to the economic and social sectors					Implemented
Disseminate the Regulation on Service Provision					Implemented
Create a portfolio and a catalogue of consultancy, advisory and training services in the areas of R&D+i groups					Partially implemented
Create a portfolio and catalogue of R&D+i equipment					Partially implemented
Establish mechanisms to collect suggestions to better adapt the activities developed to the emerging needs					Implemented
Ensure the public presentation of the best works of 1 <sup>st</sup> and 2 <sup>nd</sup> cycle, and IM finalist students					Partially implemented
Create a list of ideas for masters and PhD theses					Not implemented
Promote the implementation of masters and PhDs in a business environment					Implemented
Strengthen the participation in defining and implementing economic and social development policies					Implemented
Ensure the participation in various forums promoted by local and regional authorities					Implemented
Detail of activities performed in 2011					
<p>In some OUs, we have reinforced cooperation support services, providing better conditions for the signing of research and development contracts with national and international companies, directly and in connection with interface institutes, and to introduce PhDs in a business environment.</p> <p>Having established the priority of projects that aim to implement the strategy of the university, in particular by diversifying its own revenue, and taking into account the current situation of highly demanding budgetary rigour, we have identified, as part of an application to the SAMA - Support System to the Administrative Modernisation submitted in 2011, the mechanisms that will facilitate a better management of fundraising, of co-funded projects (also in partnership with companies), and of the service provision contracts, in close articulation with the financial and analytical accounting system, already in operation. These mechanisms will be implemented in 2012, depending on the co-funding received.</p>					
Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
Funding from projects undertaken with companies and other institutions (in millions of Euros)	n.a.	4	3,8	5.8	Increase 15% year
% of income (excluding State Budget) received from service provision	8.90% 7.5/84.2	7.90% 6.1/77.4	6,34% 5,7/89,9	7.30% 6.3/86.2	15%

Strategic Objective 2011-2015	DP2 - Encourage research with potential economic value				
Activities planned for 2011					Degree of Implementation
Encourage the protection and social and economic value of R&D+i results					Implemented
Disseminate the Regulation on Intellectual Property					Implemented
Establish the "Inventor of the Year " award					Not implemented
Create the "Inventor's Manual "					Implemented
Stimulate the marketing of R&D+i results					Implemented
Strengthen the incentive to entrepreneurship					Implemented
Support actions to promote innovation and entrepreneurship (e.g., iUP25k)					Implemented
Strengthen training in innovation and entrepreneurship					Implemented
Support the creation of technology-based or socially differentiating business projects					Implemented

Strategic Objective 2011-2015	DP2 - Encourage research with potential economic value (Continued)				
Detail of activities performed in 2011					
<p>The UPTEC – Science and Technology Park of the University of Porto has continued to expand and improve its activities. The expansion of the incubation area is underway, as well as the completion of the Innovation Center of Asprela, intended for projects developed in partnership with U.Porto research centers, the completion of all the areas in the Creative Industries Campus, and the launching of a tender for the expansion of the incubation area of Mar Campus.</p> <p>With regard to the immaterial actions, in 2011 several programmes and events to stimulate research with potential social and economic value were organised by UPIN - University of Porto Innovation, and by local structures in each OU.</p> <p>Most of these periodical programmes are also intended for the <i>alumni</i> of the University that are working in companies, preferably in product and service marketing and development, and have already produced results in the economic enhancement of research outcomes. See, for example, the successful cases of IUP25K - Business Idea Competition of the U.Porto, a competition awarding one of the largest prizes of its kind in the country, or the <i>Business Ignition Programme</i> (BIP), an in-company training programme which aims to equip students and teachers with skills that promote better innovation management.</p> <p>In 2011, along with the OUs, we disseminated the U.Porto portfolio of technologies and patents, and attended technological fairs and brokerage events. Note also the works carried out under some co-funded projects that aim to improve the policies on innovation and transfer of knowledge at the U.Porto, drawing on experience from other national and international technology transfer offices.</p>					
Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
No. of national (N) and international (I) active patents	57*	70	90	95	I: 50**
No. of national and international patents granted	44	50	53	54	n.a.
No. of invention reports processed	8	13	23	18	22
No. of traded patents	n.a.	2	3	n.a.	n.a.
No. of existing spin-off and start-up companies	65	86	108	98	Increase 10%/year
No. of workplaces created at the companies incubated in the UPTEC	650	850	1 100	1 150	1 000

\* Refers to families of patents, where a family of patents may contain several patents in different territories.

\*\* International patents.

n.a. - Metric of indicator is not yet available, or its target was not established for 2012 or 2015, as appropriate.

Strategic Objective 2011-2015	DP3 - Promote strategic partnerships to finance technology-based or socially differentiating companies	
Activities planned for 2011		Degree of Implementation
Identify and disseminate funding opportunities		Implemented
Promote partnerships with public and private funding sources		Implemented
Conduct a survey of reference entities in the area of risk capital, business angels and venture capital		Partially implemented
Ensure that the U.Porto is represented among funding bodies or entities		Partially implemented
Conduct a survey of scientific and technological experts who may provide support, in particular to the internationalisation of companies		Not implemented
Detail of activities performed in 2011		
<p>Further contacts were also made in 2011 with various institutions and organisations operating in the financial area to make it easier to obtain funds for the companies incubated in UPTEC. Due to budget constraints, we were not able to identify and contract scientific and technological experts to support the internationalisation of companies set up in the U.Porto community.</p>		

Strategic Objective 2011-2015	DP4 - Promote social entrepreneurship and voluntary practices	
Activities planned for 2011		Degree of Implementation
Strengthen the volunteer programme aimed at teachers, researchers, non-teaching staff, students and the Students Association		Implemented
Promote the volunteer programme for U.Jr - Universidade Júnior monitors		Partially implemented
Consolidate the volunteer programme for museums, sports and support to cultural activities		Implemented
Implement the volunteer programme aimed at students with special educational needs		Implemented

Strategic Objective 2011-2015	DP4 - Promote social entrepreneurship and voluntary practices (Continued)				
Detail of activities performed in 2011					
<p>As planned, several volunteer programmes were set in motion, including the programme for students with special education needs, sponsored by the various volunteer groups and associations of the U.Porto, in articulation with other entities directly involved in solidarity and citizenship. The exception is the volunteer programme for monitors of the U.Jr, which was not implemented because the number of volunteers did not tally with the resources needed for the planned activities.</p> <p>Note also the celebration, as in 2010, of the University Volunteer Day, which included the awarding of prizes to the outstanding volunteers in 2011 and the organisation of a walk across the historical part of the city, to raise awareness to the social, humanitarian, cultural and environmental values.</p>					
Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
No. of students, teachers, researchers and non-teaching staff who participated in volunteer projects and provided services to the community	707	1 000	1 011	800	5%

Strategic Objective 2011-2015	DP5 - Promote scientific, cultural and artistic dissemination				
Activities planned for 2011					Degree of
Disseminate scientific, cultural and artistic initiatives, especially among the youth population					Implemented
Renew and regenerate the Annual Science, Education and Innovation Exhibition					Implemented
Consolidate the international projection of U.Jr					Implemented
Support initiatives aimed at basic/secondary education students, in particular those promoted by Live Science centers and programmes					Implemented
Energise the celebrations of the Centenary of the U.Porto					Implemented
Support the implementation of conferences, lectures, debates, exhibitions, fairs, meetings, tributes and other projects in the areas of music and the cinema					Implemented
Consolidate the museum programme of the U.Porto, involving all the existing museums in an integrated way					Partially implemented
Energise the support, promotion and dissemination of the university cooperation group activities					Implemented
Detail of activities performed in 2011					
<p>In addition to the celebrations of the centenary already mentioned, we also organised other relevant scientific, cultural and artistic events in the historical building and OUs, despite the limitations in terms of human and material resources. Among such events, we highlight the Exhibition of the U.Porto due to its relevance, the U.Jr and the open days in the OUs, encouraging the articulation with younger pupils attending basic and secondary schools. In 2011, we sought to implement an increasing number of large events with an international impact, providing services, at the Rectory and OUs, to support the preparation of application files. Some OUs were also concerned with reviewing leases of spaces and equipment, making them more competitive compared to those practices by the market.</p> <p>With regard to the U.Porto Museum Programme, despite the clear ability to attract audiences, we will have to continue to encourage, in the coming years, the public availability of collections and inventories, and to invest even more in increasing the participation in national and international museum networks. In any case, note that in 2011 we reorganised the management structure of the former museums of Natural History and Science of the FCUP, creating the Museum of Natural History of the University of Porto, and the Museum of Science of the University of Porto, each with their own regulations. This achievement will promote new approaches to achieving the mission of these facilities, as we hope to establish in the near future.</p>					
Indicators	Done in 2010	Objective 2011	Done in 2011	Target 2012	Target 2015
No. of participants in the Annual Science, Education and Innovation Exhibition	15 000	15 000	14 526	16 000	n.a.
No. of participants in the U.Jr	5 175	5 000	5 153	5 250	n.a.
No. of participants in initiatives included in the commemorations of the centenary	n.a.	n.a.	80 000	n.a.	n.a.
No. of participants in conferences, lectures and debates on relevant themes, organised by the U.Porto	1 650*	1 700*	14 626**	12 300	n.a.
No. of participants in exhibitions, fairs and other scientific, cultural and artistic activities organised by the U.Porto	35 000*	41 000*	59 073**	62 500	100 000
No. of visitors of the museums of the U.Porto	7 000***	8 000***	30 451**	27 600	n.a.
No. of online inventory datasheets	n.a.	64 000	62 705	n.a.	n.a.
No. of museum networks in which the U.Porto participates	n.a.	3	4	n.a.	n.a.

\* Refers only to activities developed by the Rectory.

\*\* Refers to the activities implemented by the OUs and by the Rectory.

\*\*\* Metrics of the museums housed in the historical building.

n.a. – Metrics of indicator not available, or its target was not established for 2011, 2012 or 2015, as appropriate.

### 3.4. OTHER ACTIVITIES

In addition to the activities concerning the strategic topics shown above, other parallel activities were implemented since they were crucial to the achievement of the former. In this case, most initiatives were developed as planned, although in some cases a reassessment was needed to reorganize priorities according to the human and material resources available. This reassessment was also quite clear in the area of governance, adapted, where possible, to the constraints that the institution faces in terms of budget consolidation.

Common area – Internationalisation	
Activities planned for 2011	Degree of
Disseminate the strategy of internationalisation	Implemented
Promote awareness-raising meetings, among OUs and coordinators and international relations officers, to increase mobility	Implemented
Organise general debriefing sessions on mobility according to target audiences and areas of study	Implemented
Disseminate successful mobility experiences	Implemented
Develop specific programmes to welcome students (e.g. "Softlanding")	Implemented
Organise a "Welcome Manual " to resolve any doubts on mobility <i>in</i>	Transferred to 2012
Reorganise the University portal, providing relevant information on mobility in various languages, according to the target audiences	Transferred to 2012
Translate to English important messages sent to lists of students	Transferred to 2012
Encourage the creation of a volunteer programme to support mobility <i>in</i> students	Implemented
Strengthen training in English for students wishing to join mobility	Transferred to 2012
Create a specific programme to support teachers' mobility	Implemented
Prepare applications and negotiate an increase of financial resources to support mobility, particularly from the national entity	Implemented
Prepare applications to European programmes that finance the mobility of students, teachers and researchers	Implemented
Set up the scholarship programme to support mobility to Brazil under the agreements with Banco Santander	Implemented
Encourage the signing of cooperation agreements with international universities	Implemented
Create an Ambassadors programme, to provide support to missions aimed at boosting international cooperation	Transferred to 2012
Conduct a survey of formal and informal cooperation programmes with foreign universities included in the top 100 universities of the world/region	Implemented
Encourage PhDs in co-tutelage and European PhDs with foreign universities	Implemented
Encourage consortia for higher education cooperation among European Union universities and third countries	Implemented
Promote the effective international comparability of courses and educational practices	Implemented
Publicise the U.Porto abroad	Implemented
Promote the U.Porto in fairs, exhibitions and other similar events, in the field of education and abroad	Implemented
Promote the organisation, along with other players, of events with an international projection, classified as business tourism	Implemented
Encourage the participation of the U.Porto in foreign networks and associations	Implemented

## Common area – Internationalisation (Continued)

### Detail of activities performed in 2011

In 2011, the activities developed within internationalisation continued to focus on the establishment and promotion of cooperation agreements with the best universities in the world, on the integration of the U.Porto in the best networks and interuniversity and international cooperation groups, and in the active participation in community programmes for education, training and research, confirming that the mobility of students is just one of the many dimensions of internationalisation.

The U.Porto has increasingly promoted strategic partnerships and cooperation agreements for teaching, research and training of resources, which resulted in the gradual increase of teacher and researcher mobility, as well as the organisation of more joint international programmes.

To achieve this, the University was significantly involved in European programmes and programmes funded by non-governmental agencies, and also promoted mobility programmes for teachers, researchers and administrative staff. Regarding the activities planned and not implemented, solely due to existing constraints, they will be wholly transferred to 2012, as they will help increase the internationalisation of the University, including its OUs.

At local level, as has been our practice, dissemination and information sessions were held at the OUs to inform about the mobility programmes (studies and internships) for students of all cycles of studies. We also reported experiences of mobility *in* and *out* on the mobility website, in the SIGARRA system, and in the various newsletters of the U.Porto, as well as in the dissemination sessions already mentioned.

As in previous years, *Welcome Meetings* were held at the Rectory and OUs for mobility students arriving at the U.Porto, attended by, wherever possible, local student associations and volunteers. Prior to the arrival of these students, some OUs also sent an information package on the applicable study plans, including conditions of enrolment.

Finally, note the concern shown by some OUs in providing the translation of the various media into English, from business cards, signage, web communication (including institutional e-mails), to leaflets and institutional brochures, making it easier for foreign students to be integrated in the organisation.

Indicators	Objective 2011	Done in 2011
No. of non-teaching staff in mobility <i>out</i> programmes	15	11
No. of non-teaching staff in mobility <i>in</i> programmes	50	67
No. of applications submitted to financing instruments	22	51
No. of applications approved	8	27
Volume of funding managed	7.9 ME	8.7 ME
No. of agreements and cooperation partnerships with foreign universities	65	91
No. of joint education programmes or in 2 <sup>nd</sup> cycle association with foreign universities	8	11
No. of joint education programmes or in 3 <sup>rd</sup> cycle association with foreign universities	9	12
No. of PhD agreements in co-tutelage with foreign universities	17	13
No. of mobilities with work programme to achieve the European doctoral degree	5	12
No. of approved consortia for cooperation in higher education among European Union universities and of third countries (with the participation of the U.Porto)	9	15
No. of approved consortia for cooperation in higher education among European Union universities and of third countries (coordinated by the U.Porto)	3	4

## Common area – Communication

Activities planned for 2011	Degree of Implementation
Strengthen the internal and external communication strategy	Implemented
Intensify the activity of the Coordinating Council of Communication (CCC), to more effectively coordinate along with the OUs and R&D+i groups the communication and promotion actions of the University	Partially implemented
Strengthen the emphasis in press offices as a more effective and less expensive means of external promotion of the University	Implemented
Continue to invest in the initiatives such as “Mostra da Universidade do Porto” and “Universidade Júnior” as a more direct and illustrative means of disclosing the teaching and research activities of the U.Porto to the public, in particular students of the Basic and Secondary education	Implemented
Focus on the external promotion activities of the University on topics related to post-graduate training and research and innovation	Transferred to 2012

Common area – Communication (Continued)	
Align the editorial policy of the magazine U.Porto <i>Alumni</i> with the strategic objectives of the University	Implemented
Set up effective channels to promote the University abroad, through press offices, public relations and publicity	Transferred to 2012
Streamline fund raising facilities	Partially implemented
Support the creation of databases on business angles and other potential individuals potential, through the know-how acquired in the campaigns of the Centenary, as a starting point for the “Development Office of the U.Porto”	Partially implemented
Redesign the computer, graphic and editorial structure of the online newsletter ( <a href="http://noticias.up.pt">http://noticias.up.pt</a> ) to make this vehicle of internal communication more efficient	Transferred to 2012
Support the organisation of the Centenary	Implemented

#### Detail of activities performed in 2011

Included in the strengthening of the communication strategy of the U.Porto is the streamlining of the CCC - Coordinating Council of Communication activity, facilitating the articulation with the OUs in this field.

We also promoted the enhancement of the initiatives “Mostra da U.Porto” and “U.Jr”, emphasising the reputation of the two programmes in Portugal and projecting the second programme abroad.

In order to streamline the fundraising facilities, we set up a database with potential donors – individual and collective, that will serve as a basis for the actions to be developed by the future development office, whose ultimate aim is to raise philanthropic and sponsorship funds.

Note also the support given to the organisation of the programme to commemorate the Centenary of the U.Porto, including the promotion of events among the media, academic community and the general public.

Some OUs streamlined communication activities in order to strengthen or upgrade the institutional image, working especially on local newsletters, press inviews and posters. The media also broadcasted scientific dissemination programmes of the U.Porto, as well as programmes co-financed by the QREN, Factors of Competitiveness Programmes.

Indicators	Objective 2011	Done in 2011
No. of CCC annual meetings	6	4
No. of press releases sent	300	300
No. of participations in fairs and exhibits	5	2
No. of articles in <i>Alumni</i> related to the strategic areas	66%	70%
No. of names individuals and companies) that make up the database and contribute to the U.Porto	+10% *	+ 5%

\* Names obtained during the Centenary campaign.

#### Common area - Management and governance model

##### Detail of activities performed in 2011

The change of the institutional context, i.e., the integration of the U.Porto in the State budget and, consequently, the application of the principles and rules of public accounting, contained in the Law on Budgetary Principle, combined with the drop in the State financing and constraints in hiring new staff gave way to a climate of uncertainty that forced us to re-programme and/or postpone actions related to the organizational structure, for e.g., the integration of research institutes as OUs of the University. This action requires a stable institutional framework in order to be implemented successfully.

However, with regard to the CRSCUP - Center for Resources and Common Services, and the Doctoral School, we believe that conditions exist to start its operation between September 2012 and January 2013. More specifically, the CRSCUP has already defined, in great detail, the processes that integrate the support services to be provided by the Center, including the allocation of activities between the central unit and the local units, in accordance with the federative model presented in June 2011. The Doctoral school is in the process of implementation, the external commission members responsible for monitoring it have been appointed, as well as the representatives of course directors and thesis supervisors. However, the appointment of PhD students’ representatives is still pending, following the constraints occurred during the electoral period.

With regard to the organisational model of the U.Porto, we prepared and delivered to the General Council for consideration a proposal for a new organizational structure for the University.

Finally, note that in 2011 some OUs introduced changes to the organisation in order to optimise, in particular, the non-academic departments, ensuring that their activities are developed within a framework of sharing resources, risks, and responsibilities for compliance with applicable laws and regulations.

Common area - Management and governance model (Continued)		
Indicators	Objective 2011	Done in 2011
<b>Organisational Structure</b>		
Define a new organisational structure of governance and management (for OUs, R&D institutes and services), facilitating greater levels of performance and progress	November	Partially implemented
Implement the Center for Resources and Common Services of the University of Porto	Integrate 3 support areas by June	Transferred to 2012
Implement the Doctoral School of the U.Porto	March	Transferred to 2012
Integrate, as OUs, the research, development and innovation institutes of associated to the U.Porto	Integrate 2 OUs by December	Suspended. Pending stability of institutional situation
<b>Planning and Management Control</b>		
Create a unit to support management	December	Transferred to 2012
Implement a system management control indicators, and a monitoring and control instrument of the Strategic Plan	March	Implemented
Establish action plans for the common areas, as already done for the strategic objectives	March	Implemented
Implement an internal audit system to support and to induce managers to take responsibility in complying with all laws and regulations which govern their activity	4 audits by December	Transferred to 2012
Implement a methodology to collect the contributions of OUs, necessary for the Publication of the Report and Activity Plan and integrated Budget of the U.Porto	June	Implemented
Put the integrated management accounting information system into practice (i.e., financial and analytical accounting systems)	February	Implemented

Common Area - Human Resources		
Detail of activities performed in 2011		
<p>The recruitment and selection of U.Porto personnel has been strongly limited by budgetary constraints due to cuts in funds from the State Budget. Nonetheless, in this process we have adopted criteria that emphasise professionalism and equal opportunities for the establishment of skilled working teams, with younger, technically and scientifically capable members, valuing individual initiative and the concept of organisation open to dialogue and cooperation. We therefore enhanced the management of teaching and non-teaching staff careers and according to the definitions of the staff roster, ensuring internal mobility mechanisms and flexibility of various contractual ties better suited to the growth and qualification of human resources and to the functional annual or multi-annual needs of the U.Porto. Even so, and as a result of staffing constraints, and given the change in the organizational structure of the U.Porto, we were not able to prepare the staff recruitment plan, or even predict when it is expected to be achievable in the near future.</p> <p>Note that 2011 marked the approval and publication of regulations on the performance evaluation of teachers of most OUs, so the conditions are ready for the evaluation of teachers in 2012. The Regulation on the Career Management of Non-Teaching Staff employed under the Labour Code of the U.Porto. The document is a management tool which seeks to ensure the proper functioning of the University and compliance with its objectives, creating the right conditions that allow the development of potential of collaborators, and the recognition of their performance.</p>		
Indicators	Objective 2011	Done in 2011
Prepare the recruitment plan for the non-teaching staff for the next five years	December	Not implemented
Support the personal and professional development of managers and technical staff of the U.Porto	December	Implemented
Implement a policy on internal mobility of non-teaching staff at the U.Porto	December	Implemented
Implement the process of evaluating the performance of teachers	December	Partially implemented

Below is the map listing the human resources in the U.Porto, showing that on 31 December 2011 the University had 3 531 FTE collaborators (teachers and researchers, and non-teaching staff), a drop of 2.8% compared to the same period in the previous year.

Human resources of the U.Porto (FTEs)									
Organic Unit	2010			2011			Variation 2011-10		
	Teaching*	Non-Teaching	Total	Teaching*	Non-Teaching	Total	Teaching*	Non-Teaching	Total
FADEUP	62	35	97	62	32	94	-0.5%	-8.6%	-3.4%
FAUP	72	34	106	70	32	102	-1.8%	-5.9%	-3.1%
FBAUP	63	33	96	62	34	96	-1.4%	3.0%	0.1%
FCNAUP	22	21	43	24	23	46	9.8%	5.6%	7.7%
FCUP	268	130	398	266	115	381	-0.7%	-11.5%	-4.3%
FDUP	38	24	62	37	24	61	-3.1%	2.1%	-1.1%
FEP	136	63	199	135	58	193	-0.8%	-7.6%	-3.0%
FEUP	494	335	829	454	326	780	-8.1%	-2.5%	-5.9%
FFUP	70	54	124	69	53	122	-1.0%	-1.9%	-1.4%
FLUP	182	105	287	179	101	280	-1.9%	-3.8%	-2.6%
FMDUP	63	49	112	61	46	107	-3.7%	-5.7%	-4.6%
FMUP	236	191	427	235	197	432	-0.1%	2.9%	1.2%
FPCEUP	85	52	136	81	52	133	-4.5%	1.7%	-2.1%
ICBAS	149	114	263	146	112	258	-1.9%	-2.3%	-2.1%
REIT	7	210	217	7	205	212	0.0%	-2.5%	-2.4%
SASUP	0	240	240	0	235	235	-	-2.1%	-2.1%
<b>Total</b>	<b>1,945</b>	<b>1,689</b>	<b>3,634</b>	<b>1,887</b>	<b>1,644</b>	<b>3,531</b>	<b>-3.0%</b>	<b>-2.7%</b>	<b>-2.8%</b>

\* Includes teachers and researchers.

TABLE 2 – HUMAN RESOURCES (FTEs) IN 2011

Common Area - Financial Resources		
Detail of activities performed in 2011		
<p>Following the example of other universities, the U.Porto has to do more with fewer resources, fostering innovative activities which are clearly opportunities to strengthen its comparative attractiveness. This means prioritising investments, encouraging the development of differentiating projects provided that their benefits are evident in the light of costs involved.</p> <p>We have therefore determined as a priority for 2011 the work done to implement the strategy of the University particularly by diversifying its own revenue and cost containment, given the current situation requiring strict budget control. For example, the feasibility of the development office had to be taken into consideration, forming, for that purpose, a working group responsible for analysing various possible operating scenarios of the future office, defining the corresponding processes, people, systems and data needed to establish a relationship of trust with former students, before raising donations. The work done by this working group will allow the operation of the development office of the U.Porto in 2012.</p> <p>The plan to maximize assets did not materialise due to the current situation of the real estate sector, which was strongly affected by the crisis and consequent lack of demand, and depreciation of real estate assets.</p>		
Indicators	Objective 2011	Done in 2011
Implement the plan to maximize the assets of the U.Porto under the new legal model	December	Transferred to 2012
Implement the "Development office of the U.Porto" to ensure the raising of philanthropic and sponsorship funds	December	Transferred to 2012

## Common Area - Physical Infrastructures and Equipment

### Detail of activities performed in 2011

As already mentioned, in 2011 important works were concluded at the U.Porto, including the new facilities of the ICBAS, FFUP and FMUP. At the same time, the U.Porto continued to monitor the construction, conservation and refurbishment works in its buildings, especially, due to its size and impact, the review and completion of the project and cleaning of the land assigned to the new facilities of the I3S - Institute for Research and Innovation in Health, and the start of the retrofitting works in FADEUP to set up the LABIOMEPE - Biomechanics Laboratory of Porto. All these projects were co-funded.

We also continued to restore the Historical Building of the U.Porto, and worked to adapt the main body of Parcauto to house the Archive of the Rectory. Other construction works were also started in the Creative Industries Campus of UPTEC, to house business incubation projects. Moreover, we developed initiatives with the City Council of Vila Nova de Gaia to rehabilitate the areas of the Astronomy Observatory Professor Manuel de Barros and the Geophysical Institute.

Finally, note also the various intervention works, throughout 2011, to recover, renovate and maintain the facilities of the OUs and laboratories<sup>10</sup>, as planned.

Indicators	Objective 2011	Done in 2011
Continue the major works in the area of health, including the premises of ICBAS/FFUP and FMUP	Completion in September	Implemented
Equipment in the new buildings in the area of health (ICBAS/FFUP and FMUP) and begin to transfer the faculties	Commencing in July	Implemented
Launch the tender and start of works of the new facilities of the Institute for Research and Innovation in Health (a IBMC/INEB/IPATIMUP consortium) in Asprela and the renovation works of the current facilities of IPATIMUP	Commencing in April	Partially Implemented
Strengthen the infrastructures to support university sports: construction of the Sports Grounds in Asprela, with funding approved by ON.2	Commencing in March	Implemented
Strengthen the infrastructures to support university sports: launching the tender for the recovery and expansion of the university stadium and construction of a pavilion near FADEUP	Commencing in March	Transferred to 2012
Continue the implementation of "Plan for Energy Efficiency in Buildings of the University of Porto" (PE3UP)	Throughout 2011 and subsequent years	Implemented
Continue the interventions to recover, renovate and maintain the facilities of the OUs with more urgent needs (e.g. renovation of surrounding areas of some buildings and of indoor areas, waterproofing in rooftops, upgrading the electrical installation)	Throughout 2011 and subsequent years	Implemented
Continue the recovery and renovation of the Rectory building and museums housed there	Throughout 2011 and subsequent years	Implemented
Resume the process of reviewing the project for the new FCNAUP facilities	Commencing in March	Partially Implemented
Prepare the project to adapt Casa Salabert to the e-learning cafe of Campus III	Commencing in March	Implemented
Continue the partnership with UPTEC to build and rehabilitation of spaces to accommodate business incubation projects and technology-based R&D+i business centers		
Continue the second phase of the UPTEC project in Asprela (central building and innovation center)	Commencing in September	Implemented
Start the construction of the Asprela Innovation Center	Commencing in March	Implemented
Business center linked to sea activities	Commencing in December	Transferred to 2012
Continue the works under the responsibility of Social Action Services		
Rehabilitate the head-office building of the Social Action Services	Commencing in March	Implemented
Continue the interventions to recover, renovate and maintain some university residence halls	Throughout 2011 and subsequent years	Implemented

<sup>10</sup> Recovery of the rooftops of FADEUP and FEP, the rehabilitation of a terrace in FLUP, the refurbishment of an auditorium and library in the buildings of FCUP, and also the maintenance works in a laboratory in FPCEUP.

#### Common Area - Environmental Sustainability

##### Detail of activities performed in 2011

Due to budgetary and staffing constraints, we were not able to carry the contracting through; therefore the objectives could not be fully achieved. Nonetheless, some important measures were implemented in the Rectory and in some OUs relating to environmental sustainability, including the gradual replacement of equipment (lighting, computers, etc.) with more efficient ones, periodical pest control in facilities, selective collection of non-hazardous solid waste, recycling of consumables such as paper and ink cartridges, and the collection of toiletries, among others.

In some OUs, the internal audits on good environmental practices have led to the establishment of a regular set of periodical performance indicators on environmental performance, including raw materials used, percentage of recycled materials used, energy consumption, energy saved itemized by source, initiatives to reduce energy consumption, water consumption, emissions, effluents and waste, greenhouse gases, and initiatives to reduce emissions or mitigate the environmental impacts of products and services.

Indicators	Objective 2011	Done in 2011
Reflect on the sustainability strategy to be pursued by the U.Porto	March	Partially implemented
Calculate the current carbon footprint of the U.Porto and set a realistic goal to reduce it in 2020, also defining the procedures adopted to this end	June	Partially implemented
Impose a programme for the collection of hazardous waste, based on the existing one at the University, ensuring compliance with the most advanced applicable standards in force	June	Partially implemented
Implement an effective programme for the selective collection of non-hazardous solid waste, ensuring its proper disposal	June	Partially implemented

#### Common Area - Technological Infrastructures and Equipment

##### Detail of activities performed in 2011

Following the approval, in 2010, of the proposal for a integrated technical infrastructure for the SIGARRA system, and its inclusion in the application made to the SAMA 2010 programme entitled "Authentication and Electronic Authorisation", which was later adopted (a total investment of 2 596 162 €), the process was started in 2011 leading to the purchase of this infrastructure. The process, which implied a public tender and was publicised abroad too, was rather complex and lengthy. Although it was not completed in 2011, in December it was already in its final stage, with the delivery of the tender report.

In 2011 we also continued the public tender process announced also abroad for the purchase of equipment needed in the reorganisation of the U.Porto data network, under project SAMA – The New Generation Communications Network of the U.Porto (total investment of 2 487 680 €). This tender was launched in June 2011, and the preparation of assessment reports took place in December. This project brought new capacities to the local networks, with interventions made to the perimeter network equipment and equipment providing connectivity to users, adapting the local networks of the OUs in order to better respond to the increasing level of usage, as well as to streamline the offer of services.

The AAI - Authentication and Authorisation infrastructure of the U.Porto, as a federate authentication component, was also expanded to various services, as provided in the ongoing SAMA ongoing operation – Authentication and Authorisation at the U.Porto. We hope to conclude in 2012 the reformulation of the architecture's design. As to the SAMA project adopted in 2009 – U.Porto Card, functionalities associated to the U.Porto card/Citizen card were extended, in particular those relating to electronic signature.

The existence of a *Moodle* environment common to all the OUs of the U.Porto offers many advantages, especially the support given to the mobility of students and teachers of the various faculties. We set up a working group consisting of technical experts from the various OUs with local installation of the *Moodle* platform (U.Porto, FCUP, FEUP and FMUP), who examined the possible alternatives for the creation of an integrated technical architecture to support *Moodle* in the U.Porto. This group prepared a technical report with two proposals for implementation. The solution to be adopted will be recommended by the subgroup for Distance Learning, created at the end of 2011, within the Coordinating Council for the Educational Model of the U.Porto. We also acquired and set up a new technical infrastructure to support the *Moodle* production service of the U.Porto. The new infrastructure began to operate in May 2011 and has improved the availability and performance of this service, with an availability rate of 99.97% in 2011.

The U.Porto also continued to ensure the availability of videoconferencing among campuses, improving the articulation of services.

We conducted a survey of the physical characteristics of the Rectory Archive, identifying the size, location of collections, and the state of preservation of documents, and prepared a report thereof.

We continued the scanning of documents in the archive, adding 37 693 documents to the digital Archive (books, processes, project drawings, dissertations, theses, among others), corresponding to 368 linear meters of shelves, 90 meters of which were freed up with the elimination of original documents. We also updated the Proposal for the Disposal of Accumulated Documents for the consideration of the General Directorate of Archives (DGARQ).

Note also the results achieved under the GISELA project (7PQ), which includes the implementation of a portal for the [GRID@U.PORTO](mailto:GRID@U.PORTO) environment, as well as the production of dissemination and self-training materials for the use of such architectures.

A final reference to the application to be approved by ON.2 – North Operation, which aims to expand the *e-learning* café spaces in the Campo Alegre Campus, contributing to creating conditions for interdisciplinarity and interculturality of training, and to a cosmopolitan and stimulating environment conducive to relationships and interaction.

Indicators	Objective 2011	Done in 2011
<b>Ensure the availability of resources and services, their maintenance, updating and integration</b>		
Implement the integrated technical architecture to support the SIGARRA system	Implementation in September	Partially implemented
Implement the integrated technical architecture to support <i>Moodle</i> , including new interconnection functionalities with other systems used in U.Porto	Implementation in September	Partially implemented
Extend to the OUs the authentication and authorization architecture of the U.Porto (AAI)	Implementation in December	Partially implemented
Extend to the OUs an archive management system and prepare a study on the future management of archives in the U.Porto	Implementation in December	Partially implemented
Implement new capacities in the data network to facilitate high performance access to R&D+i resources	Implementation in December	Partially implemented
Increase the support to local networks, aiming to provide new capacities	Level of satisfaction of the OUs Management Bodies: 4 out of 5	4.0
Participate in the GISELA project (7PQ), including the development of a portal for the GRID@U.PORTO Environment, and the production of dissemination and self-training materials for the use of such architectures	To be defined	Implemented
Provide videoconferencing capacities among the U.Porto campus, improving the articulation among services	Level of satisfaction of the OUs Management Bodies: 4 out of 5	4.5
Provide a distributed printing system and assess the printing system of the Rectory	Level of satisfaction of the OUs Management Bodies: 4 out of 5	Partially implemented
Implement the virtualisation of software to be used in a classroom environment (pilot project)	Implementation in October	Implemented
Expand the functionalities associated to the U.Porto/Citizen card, particularly the electronic signature	Level of satisfaction of the OUs Management Bodies: 4 out of 5	3.8
Improve the environmental and technical conditions in the data centers, to achieve energy efficiency, reduction of CO2 emissions, and the increase of remote intervention capacities	Level of satisfaction of the OUs Management Bodies: 4 out of 5	Partially implemented
Consolidate <i>e-learning</i> café spaces, contributing to the creation of conditions for interdisciplinarity and interculturality of training, and to a cosmopolitan and stimulating environment conducive to relationships and interaction	Level of satisfaction of users: 4 out of 5	4.4
Improve technical architectures to support the ICT services of the Rectory	Implementation in July	Implemented
Evaluate the backup service of the workstation, in the Rectory, and prepare a best practices document for the U.Porto	Implementation in December	Partially implemented

#### Common Area - Information System - SIGARRA

##### Detail of activities performed in 2011

In 2011, the management model of the SIGARRA project was reorganised, making it able to better respond to different needs. The new model implied the allocation of human resources and led to the reorganisation of their areas of intervention, paving the way for an effective integrated and common information system across the entire University.

In this context, note also the various improvements to existing modules of the system, creating, at the same time, new functionalities, particularly in the academic management and R&D+i areas, building on the SIGARRA system to a single platform. For example, the R&D projects module, which will enable the sharing of information among OUs, avoiding duplication of work and eliminating data redundancy. Wherever possible, these works were included in the SAMA application submitted in September 2011, the results of which are pending. It should be noted that the development of a module designed to support teacher assessment did not materialize as planned, because the regulations for the various OUs have not yet been approved.

The work done in 2011 concerning the capacities of import/export in environments supporting the registration of publications in the U.Porto

allowed the interconnectivity of SIGARRA with the DeGóis system. Although the work was completed, the integration methodology imposed by the DeGóis team was founded on an assumption that makes it impossible to update data, in the future, in an integrated and articulated way between the two platforms. Regarding the systematic registration of dissertations and theses in the SIGARRA system and the OP – Open Repository, we developed a module in the context of the new academic management application in the SIGARRA, which will be in operation at the same time as the latter. In 2011, the Open Repository covered all the U.Porto faculties involved in the scanning and publication of dissertations and pre-Bologna theses.

In the field of information management, efforts were made to tally the Open Repository with the CERIF standard, and with the guidelines for the OpenAire project, which is being validated by the national repository RCAAP - Portuguese Open Access Scientific Repository at the end of the year. Still in this field, a project was initiated entitled Scientific Data Curatorship of the U.Porto, which aims to identify the needs of researchers, in terms of curatorship of data collected and processed under the research works and the main challenges resulting from the implementation of a multidisciplinary platform to implement the curatorship. Wherever possible, these works were included in the SAMA application submitted in September 2011.

Finally, we continued the updating of the Process Manual, and highlight the decisions reached by the working group responsible for the implementation of the CRSCUP.

Indicators	Objective 2011	Done in 2011
Rearrange the support service to the SIGARRA system, within the management model of this information system	Implementation in March	Implemented
Develop Information System modules, particularly in the academic management and R&D+I areas, building on the SIGARRA system to a single platform, to enable the integrated management of information	Implementation in March	Partially implemented
Tally the components supporting the R&D+I of the SIGARRA system with CERIF standards	Implementation in December	Transferred to 2012
Tally the OP of the U.Porto with CERIF standards, and with the guidelines for the OpenAire project, and redefine the interconnectivity SIGARRA-Aleph-Repository	Implementation in July	Partially implemented
Create import/export capacities in environments supporting the Registration of publications in the U.Porto	Implementation in June	Partially implemented
Adapt the SIGARRA instance to the SASUP to interconnect to the DGES scholarship application system	Implementation in May	Implemented
Develop new models in the SIGARRA system, depending on external funding (SAMA): Online communication platform for <i>Alumni</i> , project management and maintenance works and management	Implementation in December	Partially implemented
Carry out activities conducive to the systematic Registration of dissertations and theses in SIGARRA and OP, when authorised	% dissertations and theses (post- Bologna) registered in SIGARRA: 100%	Partially implemented
Complete the scanning of dissertations and theses in printed format (Rectory and OUs) and their registration in the OP, when applicable	% dissertations and theses (pre- Bologna) registered in the RA: 90%	Implemented
Carry out activities conducive to the effective use of SIGARRA modules by OUs	Level of satisfaction of OUs Management Bodies: 4 out of 5	3.9
Carry out activities conducive to the increase of contents in the U.Porto repository (including the open repository)	No. of documents: 17 000	Implemented (18 726)
Provide the OP of the U.Porto with functionalities to examine the impact of this infrastructure and its contents taken separately, at national and international level	Implementation in December	Transferred to 2012
Add to and update the Process Manual, including common processes	Level of satisfaction of the OUs Management Bodies: 4 out of 5	Implemented
Create a portfolio and catalogue of ICT services in the U.Porto and disseminate it	Level of satisfaction of the OUs Management Bodies: 4 out of 5	Partially implemented
Certify the quality of ICT <i>Helpdesk</i> services	Implementation in December	Not implemented*

Common Area - Information system – SIGARRA (Continued)		
Ensure that the SIGARRA system complies with the accessibility requirements of the <i>World-Wide Web Consortium (W3C)</i> , to achieve level AA+	Implementation in December	Partially implemented
Support training on accessibility, in coordination with the Support Service to Students with Disabilities at the U.Porto	No.- of actions needed: 2	Implemented
Automate procedures associated with <i>Erasmus</i> mobility, as regards the link to partner institutions	Implementation in December	Partially implemented

\* Not implemented due to the expected organisational change when the CRSCUP becomes operational.

Common Area - Quality Culture		
Detail of activities performed in 2011		
<p>In 2011, we completed the design and development of the Quality Management System Handbook of the U.Porto, providing the University with an objective system to support its activity, responding to the increased accountability of higher education institutions, and the growing demand for regular accounts.</p> <p>Note also that some OUs gave their technical assistance to the working group formed by the competent Rectory services, in order to prepare a procedures handbook common to all the OUs, aiming to improve functional coordination, uniform procedures, and streamlined communication, circulation and sharing of information.</p>		
Indicators	Objective 2011	Done in 2011
Consolidate the collection and dissemination of statistical information on the U.Porto activity	Conclusion in December	Implemented
Strengthen the bibliometric information on the U.Porto performance	Conclusion in December	Implemented
Consolidate the architecture and articulation of databases	Conclusion in December	Not implemented

Common Area - Welfare Policies	
Activities planned for 2011	Degree of
<b>Stimulate the award of scholarships and emergency aid</b>	
Ensure the award of scholarships, extraordinary grants and emergency grants by strengthening the Social Support Fund (FAS)	Implemented
Ensure the rapid disbursement of scholarships, extraordinary grants and emergency grants	Implemented
Dematerialise the process for applying, awarding and managing scholarships	Implemented
Assess the social impact of scholarships and emergency allowances through the FAS	Transferred to 2012
<b>Stimulate the supply of accommodation services</b>	
Promote the dissemination of deadlines and regulations on applications for accommodation	Implemented
Ensure the distribution of accommodation within 15 business days after application	Implemented
Develop the IT application to support applications and management of accommodation	Implemented
Increase the rate of occupancy of residence halls. Increase vacancies for students in mobility programmes	Implemented
Join the accommodation network of the Summer Programme	Transferred to 2012
Prepare the Accommodation Regulations for Summer Programme candidates	Transferred to 2012
<b>Stimulate and diversify the supply of food services</b>	
Promote the diversification of catering services	Implemented
Increase the number of meals served	Implemented
Implement a automatic payment system in the catering units	Transferred to 2012
Computerise the process for requesting and registering consumer goods	Implemented
Carry out diagnostic audits in all catering units in order to implement the HACCP certification	Implemented
Promote satisfaction surveys to students and collaborators	Implemented
<b>Stimulate school integration, health and sports services</b>	
Strengthen the provision of health services	Implemented
Dematerialise the management of SASUP health services	Implemented
Promote academic integration activities	Implemented
Update the guidebook for academic integration	Implemented
Prepare a sports activities programme adapted to students with special education needs	Implemented

Common Area - Welfare Policies (Continued)	
Prepare a leisure roadmap on risk prevention associated to drug use	Implemented
Increase the involvement of academic community in the physical, sports and leisure activity programmes	
Publicise the existing activities	Implemented
Stimulate actions aimed at raising funds (e.g. QREN) for the reclassification of Sports Facilities	Transferred to 2012
Stimulate actions aimed at adapting sports offered at the University to the new sports facilities available	Partially implemented
Detail of activities performed in 2011	
<p>We continued to streamline various programmes for the integration of students who are somehow experiencing difficult situations, under the existing volunteer projects. In particular, the SASUS and some OUs provided medical services and counselling to students, in order to contribute to their academic success.</p> <p>With regard to sports, in 2011 many students joined the Physical Activity and Sports Programme of the U.Porto, with about 3 100 students enrolled in about 50 different activities. At the same time, the adapted physical activity programme was launched, which included supervised swimming and <i>Boccia</i>.</p> <p>In 2012, the U.Porto will continue to extend the sports offer to the community, ensuring, as far as possible, the fund raising required to reclassify the sports facilities of the U.Porto, as we were able to achieve in the U.Porto Sports Pavilion in Asprela.</p>	

## ANNEX 1 – INDICATORS AND FORMULAS

Strategic Theme Research	
Indicator	Description
Strategic Objective	IS1 - Encourage development and ensure excellent conditions for research and innovation
Strategic Objective	IP2 - Define strategic areas
% of R&D+i units and units integrated in Associated Laboratories classified by FCT as, at least, "Very Good"	% of R&D+i units participated by the U.Porto financed on a multiannual basis by FCT classified as very Good or Excellent, or integrated in Associated Laboratories, as at 31 December of year <i>n</i>
Strategic Objective	IP3 - promote the articulation among R&D+i groups of the U.Porto
No. of R&D+i institutes part of the U.Porto as a OU of Research	R&D+i institutes that are part of the U.Porto as a Organic Unit of Research, as at 31 December of year <i>n</i>
Strategic Objective	IP4 - Foster access to research networks
No. of foreign networks and associations to which the U.Porto belongs	Foreign networks and associations to which the U.Porto and its R&D units - without legal autonomy and hosted in the OU - belong as at 31 December of year <i>n</i>
% research projects with international financing led the U.Porto and in progress	% projects with international financing (7PQ, others that are international provided there is no involvement of companies), with financial implementation in the year <i>n</i> and led by the U.Porto. It includes projects with MIT, CMU, UT Austin provided they do not involve companies. International research projects with corporate involvement should not be accounted here, but under heading Social and Economic Development
% research projects with national financing led the U.Porto and in progress	% projects with national financing and external to the U.Porto (FCT, other national projects provided they do not involve companies), with financial implementation in the year <i>n</i> and led by the U.Porto. National research projects with corporate involvement should not be accounted here, but under heading Social and Economic Development
Strategic Objective	IP5 - Attract and retain the best researchers
% researchers with a degree obtained in a foreign university or with a post-doc internship of at least two years in foreign institutions	% researchers with a degree obtained in a foreign university or with a post-doc internship of at least two years in foreign institutions, as at 31 December of year <i>n</i>
Strategic Objective	IP6 - Encourage the integration of Research and Training
% IM and 1 <sup>st</sup> and 2 <sup>nd</sup> cycle students involved in R&D+i projects (IJUP)	% IM and 1 <sup>st</sup> and 2 <sup>nd</sup> cycle students involved in R&D+i projects with implementation in year <i>n</i> , especially multidisciplinary research projects to stimulate interactions between different areas/departments/OUs, developed under the programme to encourage the participation of graduate students of the U.Porto in scientific research activities, IJUP
Strategic Objective	IP7 - Improve conditions of funding for research
Amount of funding obtained via competitive programmes (national and international)	Amount of total funding obtained, in millions of Euros, in the year <i>n</i> via competitive programmes, national or international
Strategic Objective	IP8 - Increase the visibility of R&D+i developed in U.Porto
No. of ISI-WoS and Scopus (SCImago) documents, per PhD (FTE)	Ration of no. of ISI-WoS and Scopus (SCImago) documents published in year <i>n-2</i> , per FTE PhD as at 31 December of year <i>n-3</i>
No. of ISI-WoS and Scopus (SCImago) documents	No. of ISI-WoS and Scopus (SCImago) documents published in year <i>n-2</i>
% of documents in the 1 <sup>st</sup> Quarter of the scientific area	% Scopus documents (SCImago) published in journals in the 1 <sup>st</sup> Quarter SJR in the scientific area - years <i>n-2</i> to <i>n-1</i>
Standardised impact (SCImago)	Ration between average impact of an institution and world average for Scopus (SCImago) publications in the same period, type of document and scientific area. A score of 0.8 means that the institution is cited 20% less than the world average. A score of 1.3 means that the institution is cited 30% more than the world average. Publications in year <i>n-2</i>
No. of publications registered in SIGARRA	Publications registered in SIGARRA in the Publications module, as at 31 December of year <i>n</i>
No. of projects registered in SIGARRA	Publications registered in SIGARRA in the Projects module, as at 31 December of year <i>n</i>
No. of books or book chapters published	Books or book chapters published by national or international publishers in year <i>n</i>
No. of international scientific meetings organised	Conferences (co-)organised by the OUs in year <i>n</i> , including conferences held in specific venues or outside the OU
No. of publications registered in the Open Repository	Publications registered in the Open Repository, as at 31 December of year <i>n</i>

Strategic Theme Training	
Indicator	Description
Strategic Objective	FS1 - Continuously improve the quality of teaching/learning
Strategic Objective	FS2 - Improve employability levels
Strategic Objective	FP3 - Promote multidisciplinary and multicultural
% of degree awarding training programmes involving various OUs	% of inter-OU degree awarding training programmes in the academic year $n/n+1$ , as at 31 December of year $n$
% of 2 <sup>nd</sup> and 3 <sup>rd</sup> cycle programmes in collaboration with other national universities	% of 2 <sup>nd</sup> and 3 <sup>rd</sup> cycle programmes with double, multiple and joint national degrees in the academic year $n/n+1$ , as at 31 December of year $n$
% of 2 <sup>nd</sup> and 3 <sup>rd</sup> cycle programmes in collaboration with other international universities	% of 2 <sup>nd</sup> and 3 <sup>rd</sup> cycle programmes with double, multiple and joint international degrees in the academic year $n/n+1$ , as at 31 December of year $n$
No. of students in mobility <i>out</i>	Students in mobility <i>out</i> in the year $n$ . Consider the 2 <sup>nd</sup> Semester of academic year $n-1/n$ and the 1 <sup>st</sup> Semester of academic year $n/n+1$
Strategic Objective	FP4 - Ensure appropriate educational-scientific contents
Metric score of teachers by students	Average classification of teachers by students in the pedagogical surveys in the academic year $n/n+1$ , as at 31 December of year $n$
Metric score of teachers by students	Average classification, per course, of the Course unit in the pedagogical surveys in the academic year $n/n+1$ , as at 31 December of year $n$
Strategic Objective	FP5 - Attract and retain more students
No. of students admitted in the 1 <sup>st</sup> cycle and IM - readmissions and special applications	Students admitted in the 1 <sup>st</sup> cycle and IM - readmissions and special applications in the academic year $n/n+1$ , as at 31 December of year $n$
No. of students in mobility <i>in</i>	Students in mobility <i>in</i> in year $n$ . Consider the 2 <sup>nd</sup> Semester of academic year $n-1/n$ and the 1 <sup>st</sup> Semester of academic year $n/n+1$
% of foreign students enrolled in studies leading to a degree	% of foreign students enrolled in all study cycles in the academic year $n/n+1$ , as at 31 December of year $n$
% foreign graduates	% foreign students who have completed a degree in the U.Porto in the academic year $n-1/n$ , as at 31 December of year $n$
Strategic Objective	FP6 - Attract and retain the best students
No. of 1 <sup>st</sup> cycle graduates	Students who have completed the graduate degree in the academic year $n-1/n$ , as at 31 December of year $n$
No. IM graduates	Students who have completed the masters degree in the academic year $n-1/n$ , as at 31 December of year $n$
No. of 2 <sup>nd</sup> cycle graduates	Students who have completed the 2 <sup>nd</sup> cycle training programmes in the academic year $n-1/n$ , as at 31 December of year $n$
No. of 3 <sup>rd</sup> cycle graduates	Students who have completed the 3 <sup>rd</sup> cycle training programmes in the academic year $n-1/n$ , as at 31 December of year $n$
Strategic Objective	FP7 - Attract, retain and train the best teachers
No. of teachers in mobility <i>out</i>	Teachers in mobility <i>out</i> in year $n$ to teach and/or research. Consider the 2 <sup>nd</sup> Semester of academic year $n-1/n$ and the 1 <sup>st</sup> Semester of academic year $n/n+1$
No. of teachers in mobility <i>in</i>	Teachers in mobility <i>in</i> in academic year $n$ to teach and/or research. Consider the 2 <sup>nd</sup> Semester of academic year $n-1/n$ and the 1 <sup>st</sup> Semester of academic year $n/n+1$
Strategic Objective	FP8 - Promote distance teaching/learning
% of Course Units with an <i>e-learning</i> component (open in Moodle)	% of Course Units with an <i>e-learning</i> component (open in Moodle) in the academic year $n/n+1$ , as at 31 December of year $n$

Strategic Theme Social and Economic Development	
Indicator	Description
<b>Strategic Objective</b>	<b>DS1 - Adapt the activity of the U.Porto to the expectations of audiences</b>
% of research projects (national and international) in partnership with companies and underway	% of research projects, national and international, with corporate involvement and financial implementation in year <i>n</i> . In projects involving more than one OU, take into account only the projects in which the OU is the proponent/leading entity to avoid double counting. Include, separately if possible, a list of projects involving more than one OU the leadership of which is not ensured by the U.Porto
Amount of financing obtained through R&D+i projects done with companies and other institutions	Financing obtained (in millions of Euros) via R&D+i projects done with companies and other institutions.
% revenue (excluding State Budget) obtained from service provision	% revenue (excluding amounts received from the State Budget) obtained from service provision (training actions, Seminars and others, technical assistance, studies, technical advice and consultancy, various services) in year <i>n</i> , with or without contract. Does not include service provision intra-U.Porto (with the Rectory, other OUs or Autonomous Services)
<b>Strategic Objective</b>	<b>DP2 - Encourage research with potential economic value</b>
No. of national and international active patents	Active patents as at 31 December of year <i>n</i>
No. of national and international patents granted	Patents granted until 31 December of year <i>n</i>
No. of reports of inventions processed	Reports processed in year <i>n</i>
No. of existing <i>spin-off</i> companies and <i>start-ups</i>	Existing <i>spin-off</i> companies as at 31 December of year <i>n</i> in UPTEC
No. of jobs created	Existing jobs as at 31 December of year <i>n</i> in UPTEC
<b>Strategic Objective</b>	<b>DP3 - Promote strategic partnerships to finance technology-based or socially differentiating companies</b>
<b>Strategic Objective</b>	<b>DP4 - Promote social entrepreneurship and volunteer practices</b>
% of students, teachers, researchers and non-teaching staff that participated in volunteer projects and service provision to the community	% students, teachers, researchers and non-teaching staff that participated in group projects, in year <i>n</i> , volunteer projects and service provision to the community
<b>Strategic Objective</b>	<b>DP5 - Promote scientific, cultural and artistic dissemination</b>
No. of participants in the Annual Science, Education and Innovation Exhibition of the U.Porto	Participants in the Annual Science, Education and Innovation Exhibition of the U.Porto in year <i>n</i>
No. of participants in U.Jr.	Participants in U.Jr. in year <i>n</i>
No. of participants in other scientific, cultural and artistic activities organised by the U.Porto	Participants in other scientific, cultural and artistic activities organised by the U.Porto in year <i>n</i>
No. of participants in conferences, lectures and debates on relevant themes organised by the U.Porto	Participants in conferences, lectures and debates on relevant themes organised by the U.Porto in year <i>n</i>
No. of visitors of U.Porto museums	Visitors of U.Porto museums in year <i>n</i>

**ANNEX 2 – MULTI-ORGANIC UNIT COURSES<sup>11</sup>**

Course	Degree	Enrolments as at 31.12.2011	Organic Unit(s) in collaboration
<b>Graduate Degree and Integrated Masters</b>			
Faculty of Sciences			
Biochemistry	Graduate	239	FCUP + ICBAS
Faculty of Engineering			
Bioengineering	Master	296	FEUP + ICBAS
Faculty of Arts			
Information Science	Graduate	152	FLUP + FEUP
Communication Sciences: Journalism, Media Advising and Multimedia	Graduate	319	FLUP + FBAUP + FEP + FEUP
<b>Masters</b>			
Faculty of Sciences			
Biochemistry	Master	50	FCUP + ICBAS
Nutrition and Consumption Sciences	Master	37	FCUP + FCNAUP
Faculty of Engineering			
Information Science	Master	37	FEUP + FLUP
Innovation and Technological Entrepreneurship	Master	53	FEUP + FEP
Multimedia	Master	119	FEUP + FBAUP + FCUP + FEP + FLUP
Planning and Urban Project	Master	12	FEUP + FAUP
Faculty of Arts			
Communication Sciences	Master	105	FLUP + FBAUP + FEP + FEUP
Faculty of Medicine			
Forensic Sciences	Master	53	FMUP + FCUP + FDUP + FFUP + FMDUP + FPCEUP + ICBAS
Education for Health	Master	52	FMUP + FPCEUP
Medical Computing	Master	73	FMUP + FCUP
Public Health	Master	46	FMUP + ICBAS
Sociology and Health	Master	10	FMUP + FLUP
Faculty of Psychology and Education Science			
Teaching Visual Arts in the 3 <sup>rd</sup> Cycle of Basic education and Secondary education	Master	53	FPCEUP + FBAUP
Institute of Biomedical Sciences Abel Salazar			
Environmental Contamination and Toxicology	Master	22	ICBAS + FCUP
<b>Doctoral Degree</b>			
Faculty of Sciences			
Computer Science	Doctor	54	FCUP + FEUP + U.AVEIRO + U.MINHO
Applied Mathematics	Doctor	60	FCUP + FEP + FEUP + ICBAS
Faculty of Nutrition and Food Sciences			
Nutrition and Food Consumption Sciences	Doctor	21	FCNAUP + FCUP
Faculty of Engineering			
Digital Media	Doctor	42	FEUP + FBAUP + FCUP + FEP + FLUP + FCSH and FCT-U.N.LISBOA
Telecommunications	Doctor	24	FEUP + FCUP + U.AVEIRO + U.MINHO
Occupational Health and Safety	Doctor	41	FEUP + FAUP + FBAUP + FCNAUP + FCUP + FADEUP + FFUP + FLUP + FMUP + FPCEUP + ICBAS
Faculty of Arts			
African Studies	Doctor	5	FLUP + FEP + FPCEUP
Museology	Doctor	27	FLUP + FBAUP

<sup>11</sup> Courses with student enrolment. Data extracted from SIGARRA GAUP referring to 31 December 2011.

Course	Degree	Enrolments as at 31.12.2011	Organic Unit(s) in collaboration
<b>Faculty of Medicine</b>			
Forensic Sciences	Doctor	37	FMUP + FCUP + FDUP + FFUP + FMDUP + FPCEUP + ICBAS
Medicine and Molecular Oncology	Doctor	48	FMUP + ICBAS
Neurosciences	Doctor	61	FMUP + ICBAS
<b>Institute of Biomedical Sciences Abel Salazar</b>			
Marine and Environmental Sciences	Doctor	20	FCUP + U.AVEIRO + U.ALGARVE
Gerontology and Geriatrics	Doctor	40	ICBAS + FCNAUP + FADEUP + FMUP + U.AVEIRO
Pathology and Molecular Genetics	Doctor	39	ICBAS + FMUP