

The image shows a modern, light-colored building facade with a prominent blue horizontal band across the middle. The building has several windows and a large, dark, rectangular structure in the foreground. The sky is clear blue, and there are shadows of trees on the building's surface.

UNIVERSITY OF PORTO

# ACTIVITY REPORT

2012

**U.**PORTO

# TABLE OF CONTENTS

Introduction.....	3
Strategic Framework 2011-2015 .....	4
Activities in 2012 .....	9
<b>Research</b> .....	9
<b>Education</b> .....	18
<b>Social and economic development</b> .....	32
<b>Supporting activities</b> .....	39
Internationalization.....	39
Governance .....	40
Financial resources.....	41
Human Resources .....	41
Computer Systems and Information .....	42
Infrastructures and Equipment.....	43
Environmental Sustainability .....	43
Quality Management System.....	44
Welfare Policies and Social Support.....	44
Communication.....	45
Final Considerations .....	46
Annex 1 – Summary of the Strategic Plan and Lines of Action 2011-2015 .....	47
Annex 2 – Description of Indicators and Formulas.....	49

## INTRODUCTION

As in previous years, the Activity Report 2012 aims to outline the main activities developed by the University over the year, and to assess the extent of implementation of the Activity Plan for 2012<sup>1</sup>, building on the consolidation of the activities carried out by its constituent entities: Rectory, Organic Units<sup>2</sup> and Autonomous Services<sup>3</sup>.

We begin by making a brief strategic framework, based on the prospects outlined in the *Balanced Scorecard*, showing the activities carried out, structured according to the strategic themes of Research, Training and Social and Economic Development, taking into account the extent to which the goals defined and the quantitative metrics established have been implemented.

The next section presents a set of support and cross-sectional activities, essential for the proper implementation of those referred to above.

Conclusions are drawn in the last section, taking into account the analysis of results from the overall implementation of the Activity Plan, substantiated on the expected targets.

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<sup>1</sup> The Activity Plan and Budget for 2012 is available in:

<sup>2</sup> This document reflects the contributions from the following organic units: Faculty of Nutrition and Food Science, Faculty of Engineering, Faculty of Pharmacy, Faculty of Arts, Faculty of Medicine, Faculty of Dental Medicine, Faculty of Psychology and Education Sciences, and Institute of Biomedical Sciences Abel Salazar.

<sup>3</sup> SASUP.

## STRATEGIC FRAMEWORK 2011-2015

The strategic plan of the U.Porto, adopted for the period 2011-2015, has become a fundamental support tool for the management of the university, enabling the activities developed herein to be aligned with its strategic priorities. Even so, given the new social and economic development paradigms and the experience gained from the management, follow-up and monitoring procedures in force at the university, we felt the time was right to update the strategic plan, in fact as provided for in the U.Porto statutes (see Article 104(2)). This process ended in 2013 and resulted in the introduction of new priorities and indicators more suited to the new context, in the reviewing of some targets and the elimination of certain priorities and indicators.

The *Balanced Scorecard* of the U.Porto set out below, with the reference date 31 December 2012 (BSC 2012), prior to the approval date of the review of the university's strategic plan, does not cater for the review approved in the meantime, since the review in question is prior to the said review.

Nonetheless, some of the BSC 2012 indicators were not ascertained as it was concluded that this would not be technically feasible or their calculation would not be reliable. These indicators tally precisely with the indicators that have been eliminated in the review of the strategic plan. In relation to this point, we would like to recall that the adjustment of the strategic plan was also addressed in the light of the procedures concerning the monitoring, management, follow-up, assessment and control of the strategic plan. The accumulated experience indicated that there were some operational constraints due mostly to the fact that some implementation and result indicators were not being measured with the quality and efficiency really needed.

The analysis of the BSC 2012 shows that the U.Porto continues to draw closer to most of the targets set for 2015. However, targets still remain which are difficult to achieve.

<i>Balanced Scorecard Research</i>						
ID	Indicators	2009	2010	2011	2012	Target 2015
Strategic Goal 2011-2015		IS1 – Encourage development and ensure excellent conditions for research and innovation				
1	Average no. of citations per document published	ISI-WoS: 5.61 Scopus: n/a	ISI-WoS: 6.16 Scopus: n/a	ISI-WoS: 6.29 Scopus: 5.85	ISI-WoS: 6.66 Scopus: 5.85	6,5
Strategic Goal 2011-2015		IP2 – Define strategic areas				
2	% of R&D+i units and units integrated in Associated Laboratories rated by FCT as at least “Very Good”	74% 45/61	75% 45/60	75% 45/60	75% 45/60	90%
Strategic Goal 2011-2015		IP3 – Promote the articulation among U.Porto R&D+i groups				
3	No. of joint projects of U.Porto R&D+i units	n/a	n/a	n/a	n/a*	Increase 10%/year
Strategic Goal 2011-2015		IP4 – Foster the access to research networks				
4	% of research projects with international funding, led by the U.Porto and in progress	15.20% 108 **	10.80% 73 **	n/a 153 **	17.44% 15/86	30%
Strategic Goal 2011-2015		IP5 – Attract and retain the best researchers				
5	% researchers with a degree obtained in a foreign university or with a post-doc internship of at least two years in foreign institutions	24% ***	24% ***	23% ***	n/a****	30%
Strategic Goal 2011-2015		IP6 – Encourage the integration between Research and Training				
6	% of 1 <sup>st</sup> cycle, 2 <sup>nd</sup> cycle and IM students involved in R&D+i projects (IJUP)	2.50% 689/27.811	3.60% 1.000/28.120	3.09% 873/28.260	3.90% 1.100/28.227	5%
Strategic Goal 2011-2015		IP7 – Improve the conditions of research funding				
7	Funding obtained through competitive programmes (national and international) (in millions of Euros)	17.5	16.7	14.6	24.1	Increase 5%/year
Strategic Goal 2011-2015		IP8 – Increase the visibility of R&D+i developed at the U.Porto				
8	No. of ISI-WoS and Scopus (SCImago) documents, per PhD (FTE - Full time equivalent)	ISI-WoS: 1.30 Scopus: 1.32	ISI-WoS: 1.51 Scopus: 1.64	ISI-WoS: 1.63 Scopus: 1.74	ISI-WoS: 1.90 Scopus: 2.03	2

\* This metrics is not determined in 2012, as we consider that its calculation based on data available does not seem to be reliable. On this issue, note that under the review of the Strategic Plan, this indicator was eliminated.

\*\* Total number of ongoing projects.

\*\*\* This also includes teachers. However, it does not include researchers and teacher who completed a post-doc internship of at least two years in foreign establishments.

\*\*\*\* This metrics is not determined in 2012, as we consider that its calculation based on data available does not seem to be reliable. On this issue, note that the review of the Strategic Plan Approved the replacement of indicator “% of researchers with a degree obtained in a foreign university or with of researchers with a degree obtained in a foreign university, or with a post-doc internship of at least two years in foreign institutions” by the indicator “% teachers and researchers belonging to the R&D+i units and units integrated in Associate Laboratories rated by FCT as, at least, Very Good”, which is more appropriate in view of the difficulties found in the calculation of the first indicator.

**TABLE 1 – BALANCED SCORECARD RESEARCH**

<i>Balanced Scorecard Training</i>						
ID	Indicators	2009	2010	2011	2012	Target 2015
Strategic Goal 2011-2015		FS1 - Continuously improve the quality of teaching/learning				
9	Metric score of Course Units by students	4.49	4.60	4.57	4.65	4.90
Strategic Goal 2011-2015		FS2 - Improve employability levels				
10	Average 1 <sup>st</sup> job waiting time after graduation (in months)	3.5	3.4	3.9	3.9	3
Strategic Goal 2011-2015		FP3 - Promote multidisciplinary and multiculturalism				
11	% of degree awarding education programmes involving several OUs	13.60%	10.80%	11.86%	12.54%	20% of multidisciplinary courses
		1 <sup>st</sup> C+IM: 4/53	1 <sup>st</sup> C + IM: 4/53	1 <sup>st</sup> C + IM: 4/53	1 <sup>st</sup> C + IM: 4/53	
		2 <sup>nd</sup> C: 14/135	2 <sup>nd</sup> C: 13/135	2 <sup>nd</sup> C: 14 / 150	2 <sup>nd</sup> C: 14/139	
		3 <sup>rd</sup> C: 19/85	3 <sup>rd</sup> C: 13/89	3 <sup>rd</sup> C: 17 / 92	3 <sup>rd</sup> C: 18/95	
12	% 2 <sup>nd</sup> and 3 <sup>rd</sup> cycle programmes in cooperation with other foreign universities	2.30%	5.40%	6.10%	7.54%	8% of courses with double or multiple diplomas
		2 <sup>nd</sup> C: 1/135	2 <sup>nd</sup> C: 5/135	2 <sup>nd</sup> C: 6 / 150	2 <sup>nd</sup> C: 7/139	
		3 <sup>rd</sup> C: 4/85	3 <sup>rd</sup> C: 7/89	3 <sup>rd</sup> C: 11 / 92	3 <sup>rd</sup> C: 11/95	
					MI: 1/18	

**TABLE 2 – BALANCED SCORECARD TRAINING (CONT.)**

<i>Balanced Scorecard Training (CONT.)</i>						
ID	Indicators	2009	2010	2011	2012	Target 2015
Strategic Goal 2011-2015		FP4 - Ensure appropriate scientific-educational contents				
13	Metric score of teachers by students	4.68	5.12	5.22	5.23	5.4
Strategic Goal 2011-2015		FP5 - Attract and retain more students				
14	Ratio of candidates in 1 <sup>st</sup> option for 1 <sup>st</sup> cycle and IM vacancies offered	1 <sup>st</sup> C: 1.7 IM: 1.9	1 <sup>st</sup> C: 1.5 IM: 2.0	1 <sup>st</sup> C: 1.5 IM: 2.0	1.8 1 <sup>st</sup> C: 1.6 IM: 2.0	2
Strategic Goal 2011-2015		FP6 - Attract and retain better students				
15	% 1 <sup>st</sup> Cycle, 2 <sup>nd</sup> Cycle and IM graduates obtaining a diploma in the normal duration of the study cycle	n/a 1 <sup>st</sup> C: 53% IM: 56%	50% 1 <sup>st</sup> C +IM: 49% 2 <sup>nd</sup> C: 56%	57% 1 <sup>st</sup> C +IM: 52% 2 <sup>nd</sup> C: 74%	59% 1 <sup>st</sup> C +IM: 53% 2 <sup>nd</sup> C: 79%	60%
16	% 2 <sup>nd</sup> Cycle, 3 <sup>rd</sup> cycle and IM graduates compared to all the graduates	47.60%	53.90%	53.20%	53.00%	55%
Strategic Goal 2011-2015		FP7 - Attract, retain and train the best teachers				
17	% teachers and researchers with a PhD (FTE)	76.0%	76.0%	79.0%	81.2%	80.0%
Strategic Goal 2011-2015		FP8 - Promote distance teaching/learning				
18	% Course units with an e-learning component	n/a 759	n/a 978	n/a 3.025	n/a 3.113	50%

**TABLE 2 - BALANCED SCORECARD TRAINING**

<i>Balanced Scorecard Social and economic development</i>						
ID	Indicators	2009	2010	2011	2012	Target 2015
Strategic Goal 2011-2015		DS1 - Adapt the activity of the U.Porto to public expectations				
19	% of research projects (international and national) involving companies and implemented	17% 99/570	15% 98/672	n/a	n/a*	23%
20	% income (excluding SB) obtained via donations, sponsorships and legacies	n/a	n/a	n/a	0,45% 0,35/77,63	2%
21	% income (excluding SB) obtained via services provided	7.70% 6.8/87.9	8.90% 7.5/84.2	6.34% 5.7/89.9	6.73% 5.23/77.63	15%
Strategic Goal 2011-2015		DP2 - Encourage research with potential social and economic value				
22	% income (excluding SB) obtained via intellectual property rights	n/a	n/a	n/a	0.07%	0.50%
Strategic Goal 2011-2015		DP3 - Promote social entrepreneurship and volunteering				
23	% students, teachers, researchers and non-teaching staff participating in volunteer projects and providing services to the community	2% 700/34.918	2% 707/35.551	2,8% 1.011/35.998	3,8% 1.341/35.469	5%
Strategic Goal 2011-2015		DP4 - Promote scientific, cultural and artistic dissemination				
24	No. of participants in other scientific, cultural and artistic activities organized by the U.Porto	30,000 **	35,000 **	59,073	51,409	100,000

\* This metric will not be determined in 2012 on the grounds that its calculation is not reliable. In this regard, note that in the context of the Strategic Plan review, this indicator was eliminated.

\*\* Only the activities carried out by the Rectory were developed

**TABLE 3 - BALANCED SCORECARD SOCIAL AND ECONOMIC DEVELOPMENT**

## EXECUTIVE SUMMARY

This report summarises the activities developed by the University in 2012, giving an account of the extent of implementation and enforcement of targets previously defined. It is with this in mind that the activities carried out over the year are consolidated in the U.Porto universe: Rectory, Organic Units and Academic Services.

In these particularly harsh times, marked by new government guidelines and budgetary constraints, the set goals may be said to have been achieved, overall, although some of the activities planned were adjusted.

In fact, despite the constraints, the University fulfilled its mission and pursued its Vision, and is still well placed in the national and international higher education panorama, a position recognized in numerous international rankings, in which the U.Porto continues to be the best rated Portuguese university (see TABLE below).

Leading international rankings <sup>4</sup>	Current positions of the U.Porto			Position of the U.Porto in the previous year		
	Portugal	Europe	World	Portugal	Europe	World
Academic Ranking of World Universities (Shanghai Jiao Tong University)	1 <sup>st</sup>	124 <sup>th</sup> -158 <sup>th</sup>	301 <sup>st</sup> -400 <sup>th</sup>	1 <sup>st</sup>	124 <sup>th</sup> -164 <sup>th</sup>	301 <sup>st</sup> -400 <sup>th</sup>
Times Higher Education - THE World University Rankings	1 <sup>st</sup>	154 <sup>th</sup> -180 <sup>th</sup>	351 <sup>st</sup> -400 <sup>th</sup>	1 <sup>st</sup>	130 <sup>th</sup> -156 <sup>th</sup>	301 <sup>st</sup> -350 <sup>th</sup>
Quacquarelli Symonds - QS World University Rankings	2 <sup>nd</sup>	177 <sup>th</sup> -194 <sup>th</sup>	401 <sup>st</sup> -450 <sup>th</sup>	2 <sup>nd</sup>	185 <sup>th</sup> -203 <sup>th</sup>	401 <sup>st</sup> -450 <sup>th</sup>
National Taiwan University Ranking	1 <sup>st</sup>	137 <sup>th</sup>	318 <sup>th</sup>	1 <sup>st</sup>	141 <sup>st</sup>	320 <sup>th</sup>
Webometrics (CSIC, Madrid)	1 <sup>st</sup>	8 <sup>th</sup>	70 <sup>th</sup>	1 <sup>st</sup>	12 <sup>th</sup>	79 <sup>th</sup>
The Leiden Ranking	1 <sup>st</sup>	112 <sup>th</sup>	280 <sup>th</sup>	1 <sup>st</sup>	136 <sup>th</sup>	n/ a
SCImago Institutions Rankings (SIR)	1 <sup>st</sup>	76 <sup>th</sup>	228 <sup>th</sup>	1 <sup>st</sup>	77 <sup>th</sup>	254 <sup>th</sup>
University Ranking by Academic Performance (URAP)	1 <sup>st</sup>	93 <sup>rd</sup>	218 <sup>th</sup>	1 <sup>st</sup>	94 <sup>th</sup>	229 <sup>th</sup>

TABLE 4 - PROGRESSION OF U.PORTO'S POSITION IN THE MAIN INTERNATIONAL RANKINGS

In pursuing the strategic plan of the U.Porto, we highlight the activities developed during the period under analysis, designed to achieve the objectives set for the basic pillars of its strategy: Research, Training and the Social and Economic Development of the region and the country.

As in previous years, the U.Porto continued to promote an R&D+i policy of excellence, seeking to stimulate the existence of distinct conditions for research and innovation. It therefore continued to disseminate an R&D culture to society, developing initiatives involving a younger population (e.g., by organizing the *Mostra*), and also companies, in order to identify opportunities for partnerships.

To encourage a consolidated policy for the R&D+i activities, reflected also in greater cooperation between R&D+i of the U.Porto and the Interface Institutes, works began with the Coordinating Council of the R&D+i<sup>5</sup>, and arrangements were made for the participation of teachers of the U.Porto

<sup>4</sup> The current position of the U.Porto in the rankings refers to the situation as at March 2013.

<sup>5</sup> [http://sigarra.up.pt/up/pt/web\\_base.gera\\_pagina?p\\_pagina=1007401](http://sigarra.up.pt/up/pt/web_base.gera_pagina?p_pagina=1007401)

in research activities. The aim of this cooperation is to also enhance internationalization, both within cooperation in higher education and in research programmes. In terms of infrastructures, we also fostered practices that focus on the sharing of joint structures to support research.

Finally, and in order to increase the visibility of the R&D+i developed, we continued to make the academic community more aware of the need to improve the publication indexes of articles in high impact international journals, promoting the disclosure of internationally accepted quality criteria.

Concerning Education, and with a view to improving the quality of teaching/learning, we monitored the evaluation process of course studies in place that were submitted to A3ES – Assessment and Accreditation Agency for Higher Education.

Note should also be taken of the activities conducted by CCMEUP – the Coordinating Council of the Educational Model of the University of Porto. This Council proposed concrete measures on specific themes that fall within the scope of the education offer (e.g., the quality of continuing education, the standardized conversion of grades in mobility, the definition of the strategy associated to distance learning) and that have been discussed with the Organic Units (OUs) to harmonize the different training offers.

The results of the survey on 2010 graduates were published in 2012, as part of the activity of the U.Porto Employment Observatory. These results showed that, overall, the employability of U.Porto graduates is positive, given the situation of the country.

In the field of Social and Economic Development, promoting a closer relationship with the community and the corresponding ability to meet their expectations continue to be a major priority for the U.Porto. We have therefore encouraged research and training contracts with national and international companies, directly and linked to the Interface Institutes to which the University is associated. Initiatives were arranged to disseminate the R&D skills of researchers, and to identify the R&D needs of companies.

Work continued in order to support and promote intellectual property, providing customized service to teaching and student communities, to aiming to stimulate research with potential economic value. Note that the U.Porto was the higher education institution with the highest number of requests for Patents and Utility Models in 2012 in Portugal. Note also UP's strong investment in the creation of projects and development of activities that encourage entrepreneurship, notably the creation of competences, infrastructures, services and events able to boost the entrepreneurial potential in the University.

We also highlight the growth of UPTEC, the Science and Technology Park of U.Porto, which continued to be a driver of regional and national economy, having received 41 new projects, housing 113 resident companies, creating over 900 jobs. To strengthen its infrastructures, we initiated the second construction phase of the Central Building of the UPTEC, of the Mar Campus Incubation Centre, and inaugurated its Innovation Centre.



## ACTIVITIES IN 2012

The activities carried out in 2012 are set out below, organized according to the strategic and operational objectives set. The quantitative targets are also discussed, including their completion in the period under analysis.

### RESEARCH

The U.Porto continued to foster an R&D culture among society, ensuring that excellent conditions exist for research and innovation. To this end, various initiatives were conducted: among a younger public, the U.Porto organized the exhibition “Mostra” and welcomed secondary education students in its facilities – faculties, museums, R&D units –, enabling them to perform experimentation and discovery activities; among companies, the U.Porto ensured the attendance in corporate conventions and organized visits of researchers to companies (and vice-versa) to identify partnership opportunities.

As regards in-house activities, the works of the Coordinating Council of R&D+i<sup>6</sup> have initiated with meetings to discuss how U.Porto teachers can participate in research activities. These works have been relevant to promote the interaction between R&D+i groups of the U.Porto and Interface Institutes.

This atmosphere of increasing articulation has in turn boosted international cooperation in networks and associations, begun in previous years, favouring, whenever possible, the link to funded interdisciplinary networks and consortia, focusing on areas of strategic relevance to the university, which already relied on other reference international institutions.

In terms of infrastructures, we have continued to foster initiatives that focus on streamlining investments, as an alternative to the expected proliferation of units probably less well equipped and provided with smaller critical mass.

Finally, and in order to increase the visibility of R&D+i carried out in the U.Porto, we have continued to disclose the internationally accepted quality criteria, including those relating to the publication of articles in leading international journals with high impact.

The activities in the field of Research carried out in 2012 are described in the Tables below.

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<sup>6</sup> [http://sigarra.up.pt/up/pt/web\\_base.gera\\_pagina?p\\_pagina=1007401](http://sigarra.up.pt/up/pt/web_base.gera_pagina?p_pagina=1007401)

Strategic Goal 2011-2015		IS1 - Encourage development and ensure excellent conditions for research and innovation			
Activities planned for 2012					Level of implementation
1.1. Promote an R&D culture among society, providing a momentum for the creation of knowledge and qualified jobs					Partially implemented
Promote the undertaking of multidisciplinary research projects					Partially implemented
Promote and participate in sector-specific meetings in strategic areas (e.g., Creative Industries, Sea, Biodiversity and Environment, Health, Energy and Sustainability)					Implemented
Promote and participate in sector-specific meetings within the framework of National and International Competitiveness Clusters					Implemented
Disclose the results of research carried out in the U.Porto					Partially implemented
Disseminate the value-added results to the business sector					Implemented
Disseminate results among international peers, by publishing in relevant and high impact forms or in forms valued by the evaluation agencies					Partially implemented
Promote the updating of websites of U.Porto R&D+I groups					Partially implemented
Activities carried out in 2012					
<p>The U.Porto continued to foster an R&amp;D culture among society, ensuring that excellent conditions exist for research and innovation. To this end, various initiatives were conducted: i) among a younger public, the U.Porto organized the exhibition <i>Mostra</i><sup>7</sup> and welcomed secondary education students in its facilities – faculties, museums, R&amp;D units -, enabling them to experiment and discover; ii) among the academic community, the U.Porto continued to promote the disclosure of internationally accepted quality criteria, including those relating to the publication of articles in leading international journals with high impact; iii) among companies, the U.Porto ensured the attendance in corporate conventions and organized visits of researchers to companies (and vice-versa) to identify partnership opportunities; finally, among society in general, the U.Porto reported and published in the media and in the university's own communication channels the most successful partnerships.</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
Average no. of citations per document published	ISI-WoS: 6.29 Scopus: 5.85	ISI-WoS: 6.66 Scopus: 5.85	ISI-WoS: 6.66 Scopus: 5.85	ISI-WoS: 6.7 Scopus: 7.9	6.5
% of documents cited	ISI-WoS: 68.1% Scopus: 68.5%	ISI-WoS: 68.8% Scopus: 68.5%	ISI-WoS: 68.7% Scopus: 68.5%	ISI-WoS: 68.7% Scopus: 74.4%	75%
Activities planned for 2012					Level of implementation
1.2. Provide high capacity and performance communication, computer and data storage infrastructures					Implemented
Investment in the technology infrastructure under the co-funded projects “The New Generation Communications Network of the U.Porto”, “Authentication and Electronic Authorisation” and “FP7 Gisela”					Implemented
Initiate a private <i>cloud</i> service for the University					Partially implemented
Activities carried out in 2012					
<p>Strong investments were made in 2012 concerning the technological infrastructures of the U.Porto, backed by the funding obtained through competitive programmes, including the Support System to the Administrative Modernization - SAMA. As regards the telecommunications network of the U.Porto, a new backbone infrastructure was implemented, which went into production in late 2012. This new infrastructure provides the academic community with high performance, low latency, quality, safe connectivity conditions, with configuration flexibility, to meet future needs, particularly in the context of cross-cutting projects. Still in the field of telecommunications, the wireless network (eduroam) was reorganized, increasing its security, and local networks were also improved in the faculties. In terms of systems administration and computing, focus was given to the migration of services to the technical virtualization infrastructure of the U.Porto. This helped reduce the space taken by servers in the data centres, and significantly reduced the energy consumption thereof. The grid computing infrastructure was also entirely reorganized to conform to the new demands of the European counterpart infrastructure (EGI). Under the project co-funded by AMA – Agency for Administrative Modernization – on the authentication and authorization infrastructure of the U.Porto, we were also able to secure a new infrastructure for the backups of all the common systems, able to guarantee top-level performance by 2017. Based on the virtual infrastructure, already running, the first steps to implement a private <i>cloud</i> service for the U.Porto were taken in 2012, aiming to provide self-service resources and services to the academic community. Finally, we were able to entirely renew and strengthen the technical architecture to support the SIGARRA system: this is now a unique architecture across the University, offering top-notch performance, security and the ability to grow in the coming years.</p>					

TABLE 5 - ACTIVITIES CARRIED OUT IN 2012: RESEARCH - OBJECTIVE IS1

<sup>7</sup> [http://sigarra.up.pt/up/pt/web\\_base.gera\\_pagina?P\\_pagina=122595](http://sigarra.up.pt/up/pt/web_base.gera_pagina?P_pagina=122595)

Strategic Goal 2011-2015	IP2 - Define strategic areas				
Activities planned for 2012					Level of implementation
2.1. Promote a consolidated policy for the R&D+i activities carried out by the R&D+i groups and units integrated in Associate Laboratories					Partially implemented
Create the Advisory Board for R&D+i					Implemented
Define areas of R&D+i strategic for U.Porto					Partially implemented
Reorganize the R&D+i units to ensure that they will all score "Very Good" or "Excellent" within 5 years (2017)					Partially implemented
Activities carried out in 2012					
<p>The Coordinating Council of the R&amp;D+i<sup>8</sup> began working in 2012, holding meetings to discuss proposals on how the U.Porto teachers can participate in research activities. At the same time, the University organized the 1<sup>st</sup> Colloquium of the Arts, Humanities and Social Sciences Platform<sup>9</sup>, dedicated to the theme of inclusion. Among other objectives, this colloquium aimed to promote the disclosure of research findings produced at the U.Porto in these fields and to contribute to deepen the dialogue among research units. The U.Porto continued to actively support the applications of researchers and research groups to the main European programmes under the 7<sup>th</sup> FP – 7<sup>th</sup> Framework Programme, in particular under the <i>Ideas</i> field, related to the ERC - <i>European Research Council</i> programme, and in the field of <i>People</i>, led by the Marie Curie programme. Accordingly, initiatives were adopted to prepare the U.Porto and its faculties for the next Framework Programme - Horizon 2020, setting up a cross-cutting work group that aims to help schedule the new cycle of community funds assigned to Portugal.</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
% of R&D+i units and units integrated in Associate Laboratories rated by the FCT with at least "Very Good "	75%	75%	75%	75%	90%
	45/60	45/60	45/60	45/60	

TABLE 6 - ACTIVITIES CARRIED OUT IN 2012: RESEARCH - OBJECTIVE IP2

Strategic Goal 2011-2015	IP3 – Promote the articulation among U.Porto R&D+i groups				
Activities planned for 2012					Level of implementation
3.1. Integrate the R&D+i institutes to which the U.Porto is associated					Partially implemented
Assess the feasibility of expanding and consolidating the integration of Interface institutes in the U.Porto					Partially implemented
Activities carried out in 2012					
<p>The integration process of U.Porto R&amp;D+i institutes as Organic Units of Research was not as expected because the U.Porto had to be integrated in the State budget, changing the assumptions initially made. Nonetheless, as part of the works of the Coordinating Council of R&amp;D+i, proposals were made to integrate the research activity of U.Porto teachers conducted in interface institutes, and the proposal for the consortium of the Institute for Research and Innovation in Health of the U.Porto was approved. This Consortium is a federation of quality research groups in the health sphere, aggregating advanced equipment likely to be of common use. Establishment Teams were also appointed in the Mar Campus and <i>Media Innovation Lab</i>, promoting governance models that involve the R&amp;D institutes and faculties in the integrated development of their projects.</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of R&D+i institutes integrated in the U.Porto as organic research units	0	2	0	0	10
Activities planned for 2012					Level of implementation
3.2. Promote multidisciplinary research between R&D+i units					Partially implemented
Promote the grouping of different R&D+i groups of the U.Porto in the strategic areas suggested by the Advisory Board					Partially implemented
Foster synergies among R&D+i groups, facilitating publications of co-authored work, joint projects, and the mobility of researchers and technical staff, without jeopardizing their affiliation					Partially implemented

TABLE 7 - ACTIVITIES CARRIED OUT IN 2012: RESEARCH - OBJECTIVE IP3 (CONT.)

<sup>8</sup> [http://sigarra.up.pt/up/pt/web\\_base.gera\\_pagina?p\\_pagina=1007401](http://sigarra.up.pt/up/pt/web_base.gera_pagina?p_pagina=1007401)

<sup>9</sup> [http://sigarra.up.pt/flup/pt/noticias\\_geral.ver\\_noticia?P\\_NR=5115](http://sigarra.up.pt/flup/pt/noticias_geral.ver_noticia?P_NR=5115)

### 3.2. Promote multidisciplinary research between R&D+i units

#### Activities carried out in 2012

By appointing the Establishment Teams in the Mar Campus and in the *Media Innovation Lab*, we sought to provide a comprehensive and interdisciplinary approach to the Sea and Media themes. The organization of the 1<sup>st</sup> Colloquium of the Arts, Humanities and Social Sciences Platform on inclusion also sought to give an indication of the possibility of having a multidisciplinary approach to a more socially relevant theme. The promotion of multidisciplinary research among R&D+i groups also involved the call for multidisciplinary projects of IJUP – Meeting of Young Researchers of the University of Porto, which favoured the development of projects involving various faculties and disciplinary areas. As regards faculties, we continued to cooperate with the technical teams of R&D units, holding meetings with the directors of research units, aiming to improve intrainstitutional coordination and the sharing of good practices, and to design strategies to support research techniques and to monitor the preparation of dissertations. Because all these initiatives are capable of stimulating interdisciplinary and cooperation work among the various faculties, they will help the U.Porto to be regarded as an international scientific authority on several themes, viewing post-graduate (3<sup>rd</sup> cycle) interdisciplinary training as a legitimate offer with international projection.

Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of joint projects of U.Porto R&D+i units	n/a	45	n/a*	100	Increase 10%/year

#### Activities planned for 2012

Activities planned for 2012	Level of implementation
3.3. Promote a policy of shared use of scientific equipment	Partially implemented
Promote the implementation of the U.Point platform	Partially implemented

#### Activities carried out in 2012

Inauguration of LABIOMEPEP - Laboratory of Biomechanics of the U.Porto. The work done at this laboratory is based on the rationalization of investments, as an alternative to the expected proliferation of units probably less well equipped and provided with smaller critical mass. The scope of intervention of CEMUP - Materials Center of the U.Porto was also extended to the fields of micro and nano manufacture and molecular characterization. This expansion was made according to the LABIOMEPEP management model mentioned before. We also promoted the shared use of research resources in faculties, by integrating various teachers in research units. Similarly, signed databases and other information resources obtained in 2012 were part of the package of common electronic resources managed by the Virtual Library of the U.Porto, thus avoiding the duplication of costs and promoting, where possible, the availability of resources for all faculties.

#### Activities planned for 2012

Activities planned for 2012	Level of implementation
3.4. Ensure the development and innovation of the R&D component (CRIS - <i>Current Research Information Systems</i> ) of SIGARRA and its conformity with European standards (CERIF - <i>Common European Research and Information Format</i> ) and interoperability with international platforms (e.g. ISI Web, Scopus)	Partially implemented
Ensure the interoperability of SIGARRA with European CERIF standards by valuing research findings and the results of impact assessments in the context of ERA - <i>European Research Area</i>	Partially implemented
Develop tools compatible with the international platform <i>ISI- Web of Knowledge</i> , grouping research themes according to CORDIS level IV areas	Not Implemented

#### Activities carried out in 2012

As regards components to support the R&D+i of the SIGARRA system, we determined, designed and developed a new model to support co-funded projects and service provisions. The structure of this new module has evolved into a management tool with a cross-sectional logic, enhancing the management of projects that involve the resources of various faculties and R&D institutes. Interoperability conditions were put in place between SIGARRA and the U.Point<sup>10</sup> platform. The latter was designed to promote cooperation and sharing of knowledge among researchers. We also improved the interface of the personal page of teachers and researchers on the U.Porto website. As to the publications module, the aim in 2012 was to develop it in order to meet the needs relating to the assessment of the teachers' performance, making it available throughout the University. At the end of 2012, changes had already been made as regards alterations in the interface, as well as the adjustments in the teachers' performance assessment process. Note, in particular, the new functionalities of the support to the DOI - Digital Object Identifier, the linking of publications with R&D projects, and the simplification of the process of adding new publications. In terms of the interconnection with peripheral indexing systems of publications, we established the connection with the Authenticus<sup>11</sup> system, which gathers information from international indexing systems of publications, namely the ISI-WoS - ISI Web of Science, Scopus and the PubMed. The support to the teachers' performance assessment process in the SIGARRA system was developed from the very start, based on the specific regulations of each faculty. These regulations were quite heterogeneous; therefore, additional workload brought on by this variety meant that we were unable to continue with the conformity with the CERIF standard.

\* This metrics is not determined in 2012, as we consider that its calculation based on data available does not seem to be reliable. On this issue, note that under the review of the Strategic Plan, this indicator was eliminated.

<sup>10</sup> <http://upoint.up.pt/>

<sup>11</sup> <https://authenticus.up.pt>

TABLE 7 - ACTIVITIES CARRIED OUT IN 2012: RESEARCH - OBJECTIVE IP3

Strategic Goal 2011-2015		IP4 – Foster access to research networks			
Activities planned for 2012					Level of implementation
4.1. Foster access to research networks					Implemented
Promote agreements and partnerships with prestigious universities and research centres, focusing specially on the best universities in the world					Implemented
Monitor the participation of the U.Porto in the MIT Portugal programmes, CMU Portugal, UT Austin and Fraunhofer Portugal					Implemented
Activities carried out in 2012					
<p>In 2012, we continued to encourage cooperation agreements, mainly with prestigious foreign universities, implementing, where possible, double or multiple diploma post-graduate courses and/or international networks and research projects. As a result of taking part in all international projects, in 2012 the U.Porto entered into about 350 agreements or partnerships with universities or research centres, 40% of which involving universities rated among the top 300 in the world. We continued to work in cooperation and under the protocol programmes between the Portuguese State and the U.S. universities MIT - <i>Massachusetts Institute of Technology</i>, CMU- <i>Carnegie Mellon University</i> and UTA - <i>University of Texas, Austin</i>, which materialized in 10 post-graduate programmes. At local level, faculties preferred the integration of post-graduate students in national and international teams conducting similar research, encouraging the exchange of scientific knowledge with research centres inside and outside Portuguese-speaking countries.</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of agreements /partnerships with foreign universities	1,442	1,450	2,215	1,812	2,083
No. of agreements /partnerships with prestigious universities (top 25 in the world)	n/a	11	21	14	16
Activities planned for 2012					Level of implementation
4.2. Promote integration in networks and associations, with particular focus on emerging areas of special strategic importance					Partially implemented
Promote participation in strategic international networks of cooperation, boosting the creation of critical mass and complementarity in research					Partially implemented
Identify the international networks and associations with which the U.Porto should work closely with					Partially implemented
Identify the criteria for establishing and renewing agreements with international institutions, to improve the quality of agreements signed					Partially implemented
Evaluate international networks and associations in which U.Porto participates, defining those that will be terminated as they are no longer strategic					Partially implemented
Promote more active intervention by U.Porto when defining competitive co-funded international programmes (e.g., Framework Programme “Horizon 2020”)					Implemented
Ensure an active participation in international technology networks or platforms or in research groups and international committees intended to assess the R&D+I activity					Partially implemented
Activities carried out in 2012					
<p>The U.Porto continued its international cooperation activity in networks and associations begun in previous years. In particular, focus was given to joining networks and funded interdisciplinary consortia, favouring the link to funded interdisciplinary networks and consortia, focusing on areas of strategic relevance to the university, which already relied on other reference international institutions</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of networks and foreign associations to which the U.Porto belongs	30	30	38	50	n/a*
Activities planned for 2012					Level of implementation
4.3. Encourage the development of interdisciplinary R&D+i projects with entities outside the U.Porto					Implemented
Develop joint projects with other entities					Implemented
Activities carried out in 2012					
<p>Following the establishment of cooperation agreements, mostly with prestigious foreign universities, we were able to submit 70 new research projects under the 7<sup>th</sup> FP, 40 of which have already been approved. The approved projects involve a total funding of more than 90 million euros, 14 million of which are managed directly by the U.Porto.</p>					

**TABLE 8 – ACTIVITIES CARRIED OUT IN 2012: RESEARCH – OBJECTIVE IP4 (CONT.)**

Strategic Goal 2011-2015	IP4 – Foster access to research networks (Cont.)				
4.3. Foster the development of interdisciplinary R&D+i projects with entities outside the U.Porto					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
% of research projects with international funds led and already under way	153**	24%	17,44%	24 %	30%
		28/116	15/86	30/125	
% of research projects with international funding in which U.Porto participated and that are in progress		76%	82,56%	56%	n/a*
		88/116	71/86	70/125	
% of research project with national funding led and already under way	472**	39%	56,13%	45%	20% national total
		196/499	206/367	200/450	
% of research project with national funding in which U.Porto participated and that are under way		61%	43,87%	55%	n/a*
		303/499	161/367	250/450	
% of Scopus documents (Scimago) published in co-authorship with international entities (year n-2)	44.12%	44.50%	44.47%	44.40%	n/a*

\*Indicator not included in the BSC.

\*\* Total number of projects under way.

**TABLE 8 – ACTIVITIES CARRIED OUT IN 2012: RESEARCH – OBJECTIVE IP4**

Strategic Goal 2011-2015	IP5 - Attract and retain the best researchers				
Activities planned for 2012					Level of implementation
5.1. Promote cooperation agreements with prestigious universities and research centres					Implemented
Promote post-doc internships and the mobility of researchers, within the partnerships and protocols established with prestigious universities and research centres					Implemented
Activities carried out in 2012					
In 2012, we were also able to establish partnerships with universities and research centres of great international reputation – on this topic, see also section 4.2. These agreements were streamlined using, where possible, significant financial aids to support missions. As a result, we were able to implement exchange programmes for research fellows, who were able to carry out part of their work outside the U.Porto.					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	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	23%*	25% *	n/a**	23%*	30%
Activities planned for 2012					Level of implementation
5.2. Award the development of R&D+i activities of excellence					Not Implemented
Promote the reporting and disclosure of successful cases to the community and the media					Not Implemented
Find sponsors to ensure monetary compensation to those who have contributed most to increasing high impact publications					Not Implemented
Activities carried out in 2012					
Due to the lack of resources, we were unable to implement this activity as planned. Still, we continued to award science excellence in some faculties, reporting and disclosing the successful cases to the community and the media. At the same time, through the FCT Researcher Programme we were able to establish a framework facilitating the recruitment of the best national and foreign scientists: the U.Porto received 19% of all FCT researcher contracts, as applications were very positively assessed. This assessment took into account criteria such as the number of scientific publications in high impact international journals, the ability to attract funding in competitive calls, the registration of patents, and the participation in advanced training activities. Finally, note also that the regulations on teachers' appraisal were approved in most faculties, and will be implemented from 2013 on. We hope they will reward the development of R&D+i activities of excellence.					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of awards and merit medals in R&D+i activities	n/a	230	243	150	n/a***

**TABLE 9 - ACTIVITIES CARRIED OUT IN 2012: RESEARCH – OBJECTIVE IP5 (CONT.)**

Strategic Goal 2011-2015	IP5 - Attract and retain the best researchers (Cont.)	
Activities planned for 2012		Level of implementation
5.3. Ensure the development and operation of a scientific data repository at the U.Porto and promote its international projection		Implemented
Continue the implementation of the scientific data repository project		Implemented
Activities carried out in 2012		
<p>In 2011, the U.Porto presented in its organization repository a prototype on data collected by scientific measurement instruments<sup>12</sup>, promoting the reuse and sharing of data, as suggested by the EC- European Commission in the field of <i>Scientific Data e-Infrastructures</i>. The work continued in 2012, by disseminating the prototype in various national and international meetings, and/or in leading publications.</p> <p>* Also includes teachers. It does not include researchers and teachers who did their post-doc internship of at least two years in foreign institutions.</p> <p>** This metrics is not determined in 2012, as we consider that its calculation based on data available does not seem to be reliable. On this issue, note that the review of the Strategic Plan Approved the replacement of indicator “% of researchers with a degree obtained in a foreign university or with of researchers with a degree obtained in a foreign university, or with a post-doc internship of at least two years in foreign institutions” by the indicator “% teachers and researchers belonging to the R&amp;D+i units and units integrated in Associate Laboratories rated by FCT as, at least, Very Good”, which is more appropriate in view of the difficulties found in the calculation of the first indicator.</p> <p>*** Indicator not included in the BSC.</p>		

TABLE 9 - ACTIVITIES CARRIED OUT IN 2012: RESEARCH - OBJECTIVE IP5

Strategic Goal 2011-2015	IP6 - Encourage the integration between Research and Training				
Activities planned for 2012					Level of implementation
6.1. Increase the participation of 1 <sup>st</sup> and 2 <sup>nd</sup> cycle and Integrated Masters students in R&D+I activities					Partially implemented
Promote the Young Researchers Induction Programme of the U.Porto (IJUP)					Partially implemented
Motivate 1 <sup>st</sup> and 2 <sup>nd</sup> cycle and Integrated Masters students, to strengthen their skills in scientific research in specific Course Units					Partially implemented
Encourage undergraduate students to actively contribute to ongoing R&D projects, either as research fellows or as volunteers					Partially implemented
In the first case, study the feasibility of indirect costs of projects and remuneration of services provided being in part applied to finance those fellows					Not Implemented
Activities carried out in 2012					
<p>In 2012, efforts continued to encourage the participation of students, from the early phase of their training, in R&amp;D activities, by: i) continuing educational research projects; ii) hosting non-remunerated research internships; or iii) supporting the participation in lectures, workshops and educational scientific meetings. The integration of research and training was also ensured under the IJUP - Young Researchers Induction Programme of the University of Porto, <i>YES meeting</i> and other succeeding initiatives. Faculties cooperated actively in arbitrating the application of projects to those programmes.</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
% 1 <sup>st</sup> and 2 <sup>nd</sup> cycle and Integrated Masters students involved in R&D+i projects (IJUP)	3.09%	n/a	3.90%	3.48%	5%
	873/ 28.260	1.100	1.100/28.227	1.100/ 31.566	

TABLE 10 - ACTIVITIES CARRIED OUT IN 2012: RESEARCH - OBJECTIVE IP6

Strategic Goal 2011-2015	IP7 - Improve the conditions of research funding	
Activities planned for 2012		Level of implementation
7.1. Increase funding through competitive programmes (national and international)		Partially implemented
Promote a study on the establishment of a shared structure with other national entities to identify national and international funding opportunities		Not Implemented
Ensure research and the identification of funding opportunities, promoting their dissemination		Implemented
Maintain existing mechanisms for supporting the identification of strategic partners for joint applications to national and international programmes		Implemented

TABLE 11 - ACTIVITIES CARRIED OUT IN 2012: RESEARCH - OBJECTIVE IP7 (CONT.)

<sup>12</sup> <http://sciencedata.up.pt/dspace/>

Strategic Goal 2011-2015	IP7 - Improve the conditions of research funding (Cont.)				
7.1. Increase funding via competitive programmes (national and international)					
Activities carried out in 2012					
The Projects and Fundraising Unit was established in 2012, in the Rectory, conducting work in the fields of administrative, economic and financial management of projects in which the U.Porto is the promoter or partner, supporting the management bodies, teachers, researchers and university teams. Some of the duties of this unit are to i) identify funding opportunities and disseminate them to potentially interested parties; ii) suggest, updated and promote the dissemination of information on the management rules on projects and co-funded activities; and iii) provide technical support to the operational units of the U.Porto to prepare financial proposals for projects applying for co-funding. At local level, in the faculties, we continued the information policy on the opening of Applications periods and programmes available, and organized sessions to disclose the R&D opportunities, ideally to groups with identical and specific common scientific interests.					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
Funding obtained through competitive programmes (national and international) (in millions of Euros)	14,6	19	24,1	21,5	Increase 5%/year

TABLE 11 - ACTIVITIES CARRIED OUT IN 2012: RESEARCH - OBJECTIVE IP7

Strategic Goal 2011-2015	IP8 - Increase the visibility of R&D+i developed in the U.Porto				
Activities planned for 2012					Level of implementation
8.1. Promote a programme to support the disclosure of R&D+i activities					Implemented
Initiate a plan to report and promote the R&D+i potential of the U.Porto					Partially implemented
Production of multimedia contents by TVU					Implemented
Promote the organization of seminars, conferences and national and international scientific meetings					Implemented
Make the academic community aware of the need to improve the rate of published articles in high impact international journals					Partially implemented
Provide services to support publications (e.g., finding journals suited to the publication of Articles on a specific theme and with a specific profile; translation of articles; proofreading; formatting articles).					Partially implemented
Promote incentives to publication, including reporting and disseminating to the community and media; successful cases.					Partially implemented
Activities carried out in 2012					
We promoted among the community the importance of publishing articles in high impact, leading international journals, and increased the standards required for awarding the scientific recognition diploma.					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of ISI-WoS and Scopus (SCImago) documents, per PhD (FTE - Full time equivalent)	ISI-WoS: 1.63 Scopus: 1.74	ISI-WoS: 1.68 Scopus: 1.93	ISI-WoS: 1.90 Scopus: 2.03	ISI-WoS: 1.8 Scopus: 1.9	2
No. of ISI-WoS and Scopus (SCImago) documents	ISI-WoS: 2,310 Scopus: 2,462	ISI-WoS: 2,455 Scopus: 2,825	ISI-WoS: 2,777 Scopus: 2,876	ISI-WoS: 2,650 Scopus: 2,870	3,300
% of documents in the 1st Quarter in the scientific area	49.50%	55.18%	49.48%	50.00%	n/a*
Standardised Impact (SCImago) (publications in year n-2)	1.25	1.46	1.13	1.2	n/a*
No. of publications registered in SIGARRA	43,029	41,800	47,373	45,000	n/a*
No. of projects registered in SIGARRA	2,203	2,500	3,500	2,300	n/a*
No. of international scientific meetings organised	170	200	193	200	n/a*
No. of participants in international scientific meetings organized	16,177	20,000	15,519	20,000	n/a*
Activities planned for 2012					Level of implementation
8.2. Ensure the development and innovation of the Open Repository of the U.Porto, its link to SIGARRA and conformity with European standards (CERIF - <i>Common European Research and Information Format</i> ), and its interconnection with European platforms (e.g., OpenAire)					Partially implemented
Disclose the repository of the U.Porto and the benefits for teacher and researchers in registering their publications in open access					Implemented

TABLE 12 - ACTIVITIES CARRIED OUT IN 2012: RESEARCH - OBJECTIVE IP8 (CONT.)



Strategic Goal 2011-2015	IP8 - Increase the visibility of R&D+i developed at the U.Porto (Cont.)				
8.2. Ensure the development and innovation of the Open Repository of the U.Porto, its link to SIGARRA and conformity with European standards (CERIF - Common European Research and Information Format), and its interconnection with European platforms (e.g., OpenAire)					
Activities carried out in 2012					
The role played by the OR – Open Repository as a vehicle to disseminate intellectual and scientific production and enhance the individual and university's potential has been confirmed. The number of publications in the OR has continued to grow at a rapid pace, with more than 25,000 publications in 2012. The scanning of theses and dissertations begun in 2008, making them available throughout the university, was completed, contributing greatly to that outcome. In 2012, the OR also conformed to the guidelines of the OpenAire European project. The Thematic Repository increase the number of open access contents, especially those relating to the digital archive collections of the U.Porto, which now includes over 15,000. Part of this collections is available online since the end of the year, in the Digital Archive of the U.Porto. Note also the many and varied activities to promote and disseminate the Repository contents in which the U.Porto was involved.					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of publications registered in the Open Repository	18,726	18,500	25,514	25,000	50% ISI-WoS and Scopus documents with free access
Activities planned for 2012					Level of implementation
8.3. Ensure and develop videoconferencing, teleconferencing services and collaborative environments					Implemented
Ensure the proper operation and conformity with quality standards of technological platforms supporting R&D+i					Implemented
Activities carried out in 2012					
The videoconferencing resources of the U.Porto continued to be much in demand in 2012. To provide the academic community with the means to conduct videoconferences, interactive tutorials were prepared for the various videoconferencing services ensured by the Colibri interface. Teachers continued to be interested in the Educast service – video management service that enables classes to be recorded and more easily distributed. On this theme, the U.Porto helped train a series of national teams on the use of the Educast video management platform, training about 50 technical staff in the entire RCTS – Science, Technology and Society Network. The EDuCast project for which the U.Porto provides technical support nationwide was awarded an honourable mention in the EUNIS Elite Award 2012.					

\* Indicator not included in the BSC.

TABLE 12 - ACTIVITIES CARRIED OUT IN 2012: RESEARCH - OBJECTIVE IP8

The chart below shows the details of the ratio for ISI-WOS document per FTE PhD, per faculty, as at the end of 2012.

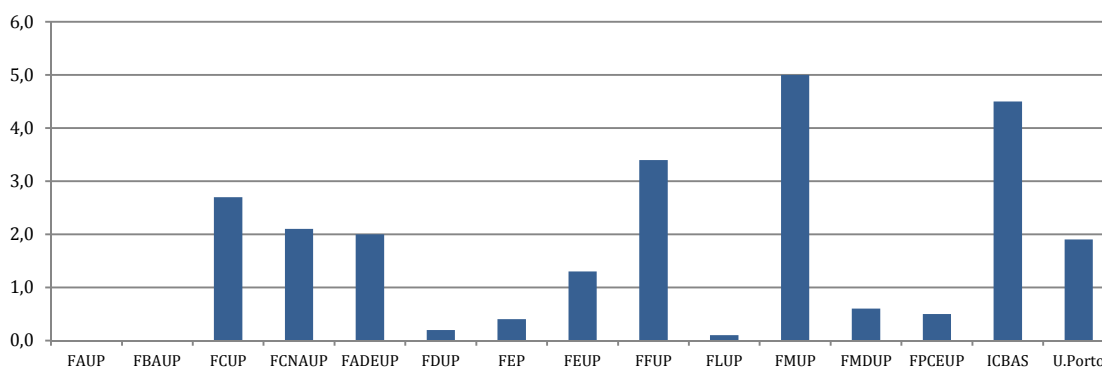


CHART 1 - RATIO FOR DOCUMENTS (ALL TYPES) ISI - WOS PER FTE PHD AND PER FACULTY

## EDUCATION

In the context of Education, in 2012 we monitored all the study cycles in operation submitted to the A3ES - Assessment and Accreditation Agency for Higher Education, as planned.

The works of the CCMEUP - Coordinating Council of the Educational Model of the University of Porto – continued at a good pace. This Council proposed concrete measures on specific themes that fall within the scope of the education offer: the quality of continuing education, the standardized conversion of grades in mobility programmes, the free choice of course units, definition of the strategy associated to distance learning, or the possibility of taking an internship/project instead of submitting a dissertation. All these measures have been discussed and disclosed to the faculties, to harmonize the different education offers. Nonetheless, difficulties persist as to the promotion of multidisciplinary, and we were unable to increase the offer of multidisciplinary courses involving various faculties. Still, when examining requests for the preliminary accreditation of new study cycles, we have continued to encourage multidisciplinary participation when we identified scientific areas linked to faculties other than the proponent faculties. Moreover, we made a tremendous effort in raising awareness, in the context of CCMEUP, to the importance of Creating mechanisms in the faculties that favour the interdisciplinary of students, allowing them to deepen their knowledge in complementary areas.

Building on the work done in previous years, in 2012 we published the results of the survey to the 2010 graduates, under the Employment Observatory of the U.Porto, and were able to conclude that the employability of U.Porto graduates is, overall, positive, given the country's situation.

The Education activities planned for 2012 are shown in the Tables below<sup>13</sup>.

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<sup>13</sup> The metrics on the number of enrolled students and graduates depend on the results revealed in the RAIDES.

Strategic Goal 2011-2015		FS1 - Continuously improve the quality of teaching/learning			
Activities planned for 2012					Level of implementation
1.1. Review, monitor and evaluate degree-awarding study cycles					Implemented
Initiate the Monitoring and Evaluation of 1 <sup>st</sup> cycles, 2 <sup>nd</sup> cycles and IM (Integrated masters)					Implemented
Conduct self-assessment surveys of courses (surveying teacher and students), preferably discussing them with the academic community					Implemented
Support the preliminary work of the Assessment and Accreditation Agency for Higher Education (A3ES) on the launch of an implementation of the audit model					Implemented
Activities carried out in 2012					
<p>In 2012, we monitored the evaluation process of 35 study cycles in place that were submitted to the A3ES - Assessment and Accreditation Agency for Higher Education. It is expected that, by 2013, the self-assessments of the 61 study cycles will be on the A3ES platform. These numbers, however, may be lower if some of the study cycles are discontinued, given the composition of the faculty and how the demand and students' school achievements progress. In 2012, the SIGARRA system provided a module that fully replicates the A3ES self-assessment form fields. In the future, we hope we will be able to automatically integrate this script on the A3ES platform. The pedagogical surveys were also reviewed and completion was made easier, as these assessment tools are important for improving the teaching and learning process and also for the direct participation of students in its assessment, as recommended by the entities responsible for higher education evaluation in Europe.</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
Metric score of the Course Unit by students (on a scale of 1 to 7)	4.57	4.70	4.65	4.8	4.9
Activities planned for 2012					Level of implementation
1.2. Review, monitor and evaluate non-degree awarding courses					Partially implemented
Define a concerted policy on supply, taking advantage of the diversity of each Organic Unit					Partially implemented
Reorganize the existing supply, by organizing courses built on Course Units and models already offered, taking into consideration their objectives and associated competences					Partially implemented
Value the use of blended learning, investing on the use of multimedia tools in these training programmes					Partially implemented
Activities carried out in 2012					
<p>Taking into consideration the fact that continuing education courses are very important for various audiences (or for "unconventional" audiences) and most significant in terms of the extra-university activities offered by the U.Porto, it is crucial to ensure that it is based on quality, as in the degree-awarding education. In this sense, in 2012 the faculties continued to ensure the same scientific and pedagogical quality required in the various degree-awarding courses, having regard, in particular, to the fact that those courses or training units are able to be recognized and accredited in the study cycle with a corresponding level. In 2012, a catalogue was prepared and handed out containing the course units offered and available places. Some non-degree awarding courses were created, building on the Course Units of study cycles, including specialization courses and continuing training. The CCMEUP - Coordinating Council do Educational Model of the University of Porto also discussed the availability of distance learning courses, which we expect will continue in 2013.</p>					

TABLE 13- ACTIVITIES CARRIED OUT IN 2012: TRAINING - OBJECTIVE FS1

Strategic Goal 2011-2015		FS2 - Improve employability levels			
Activities planned for 2012					Level of implementation
2.1. Review, monitor and evaluate the degree-awarding courses, taking into account, in particular, their suitability to the market					Partially implemented
Develop evaluation parameters that relate the Educational Model with easy job finding and the satisfaction of employers					Partially implemented
Activities carried out in 2012					
<p>The U.Porto has encouraged the offer of second cycles and integrated masters that allow the student to take with a project or internship, where possible and depending on the agreements signed with external entities. At the same time, it has favoured a greater coordination of internships with Professional Associations, promoting the systematic contact between students and professionals in their areas of knowledge.</p>					

TABLE 14 – ACTIVITIES CARRIED OUT IN 2012: TRAINING – OBJECTIVE FS2 (CONT.)

Strategic Goal 2011-2015	FS2 - Improve employability levels (Cont.)				
2.1. Review, monitor and evaluate the degree-awarding courses, taking into account, in particular, their suitability to the market					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
Overall level of employability of graduates	84%	95%	78%	95%	100%
Average 1 <sup>st</sup> job waiting time after graduation (months)	3,9	3,5	3,9	3,5	3
Activities planned for 2012					Level of implementation
2.2. Review, monitor and evaluate the non-degree awarding courses, taking into account in particular their suitability to the market					Partially implemented
Systematically evaluate the students' level of satisfaction concerning the suitability of their technical and cross-sectional skills					Partially implemented
Activities carried out in 2012					
We have continued to work on the accreditation of customised training courses requested by companies. The review and monitoring of non-degree awarding courses also involved the verification whether the trainer was suitable to the scientific area and to the training level offered, as well as to the recommendations resulting from the students' evaluation process – on this theme, see also section 1.2.					
Activities planned for 2012					Level of implementation
2.3. Consolidate the monitoring of professional careers of U.Porto graduates, streamlining the Employment Observatory project					Implemented
Improve the work of the Employment Observatory by integrating evaluation parameters that relate the Educational Model with easy professional placement and the satisfaction of employers					Implemented
Activities carried out in 2012					
Following previous work, in 2012 we published the results of the survey to graduates done in 2010, as part of the work of the U.Porto Employment Observatory. These results led us to conclude that the overall employability of U.Porto graduates is positive, given the country's situation. In some faculties, other surveys were also carried out among employers who recruit through the Job Offers. According to the results of the study conducted by the Employment Observatory of the U.Porto, regarding the 1 <sup>st</sup> cycle, the unemployment rate is in line with the normal standards of the population in that segment. According to the study, the retention rate of U.Porto graduates is high: 75% of 1 <sup>st</sup> Cycle graduates who furthered their studies remained at the U.Porto; as in similar years, students furthering their studies wish to improve their qualifications to find jobs, followed by the desire to increase their knowledge and skills in their scientific area, and to develop personal skills. The survey on IM students and 2 <sup>nd</sup> cycle students (masters) shows a 78% employment rate, better than the overall national average.					
Activities planned for 2012					Level of implementation
2.4. Promote the project/internship course component in the 1 <sup>st</sup> and 2 <sup>nd</sup> Cycle and IM in external entities					Partially implemented
Review all curricula that include the project and internship components, in addition to the dissertation					Partially implemented
Recommend that all 2 <sup>nd</sup> cycles and IM offer students the possibility to choose an internship, project or dissertation					Partially implemented
Promote agreements and partnerships with external entities, with a view in particular to arranging academic internships for U.Porto students					Partially implemented
Activities carried out in 2012					
The CCEMUP has recommended that all proposals for creating and changing study cycles offer the possibility to take an internship/project instead of the dissertation. This is currently under analysis and, at the moment, not all faculties have agreed. Nonetheless, some faculties have promoted course units (of the Integrated Masters) that allow students to develop intervention projects in real context for and at the request of companies. Moreover, some faculties have also promoted the implementation of end-of-year courses in a corporate environment, where relevant. To this end, a significant number of agreements/contracts were signed regarding dissertations and/or internships in companies. Where possible, these works were disclosed in public sessions.					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
% 1 <sup>st</sup> and 2 <sup>nd</sup> Cycle and IM graduates taking an academic internship/project	n/a	17% 1,287/7,391	n/a*	n/a	50%

\* This metrics is not determined in 2012, as we consider that its calculation based on data available does not seem to be reliable.

**TABLE 14 – ACTIVITIES CARRIED OUT IN 2012: TRAINING – OBJECTIVE FS2 (CONT.)**

Strategic Goal 2011-2015	FS2 - Improve employability levels (Cont.)	
Activities planned for 2012		Level of implementation
2.5. Enhance the dissemination of the quality of U.Porto graduates among employers and Former Students		Partially implemented
Define a joint strategy to disseminate among the various types of employers the post-Bologna training and the profiles of U.Porto graduates		Partially implemented
Deliver an annual Forum with employers or representative organizations to listen to employers on the skills required to meet the labour market changes		Partially implemented
Activities carried out in 2012		
The various faculties presented their training offers to employers, in particular in the “Job Fairs” organized at local level. In 2012, efforts were also made to expand the relationship with Former Students, in order to consolidate their role as U.Porto ambassadors. This effort will also have a long-term impact in diversifying the University’s income, through fundraising-related methods.		
Activities planned for 2012		Level of implementation
2.6. Provide a Job Offers list on the SIGARRA system for the entire University		Implemented
Set up an integrated Job Offers list at the U.Porto, with input from the Organic Units, enabling employers to access the profile of students (budget permitting)		Implemented
Activities carried out in 2012		
Initiatives were carried out to integrate SIGARRA with the platform “trabalhando.pt” of the Universia portal, as opposed to creating a new specific component for the U.Porto. The SIGARRA will therefore be linked to a platform in the market of great impact, particularly in Latin American countries. The platform is ready to be used. At local level, job offers are still being promoted, with contents being disclosed periodically, as appropriate, via dynamic e-mail.		

**TABLE 14 – ACTIVITIES CARRIED OUT IN 2012: TRAINING – OBJECTIVE FS2**

Strategic Goal 2011-2015	FP3 - Promote multidisciplinary and multiculturalism				
Activities planned for 2012					Level of implementation
3.1. Increase the offer of multidisciplinary study cycles involving various Organic Units					Partially implemented
Reorganize the offer of study cycles aiming for great multidisciplinary					Partially implemented
Promote internal mobility by taking course units in other Organic Units					Partially implemented
There are still many problems as regards the promotion of multidisciplinary. We were unable to increase the supply of multidisciplinary courses involving various faculties. Nonetheless, when considering the prior approval of new cycles of study, we continued to foster multidisciplinary participation, whenever we identified scientific areas linked to faculties other than the proponent ones. Moreover, efforts were made within the CCMEUP to raise awareness to the importance of having mechanisms in the faculties to favour interdisciplinarity for students, enabling them to deepen their knowledge in complementary fields.					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
% of degree awarding education programmes involving several OUs	11.90%	n/a	12.54%	13.40%	20%
	1 <sup>st</sup> C+MI: 4/53	1 <sup>st</sup> +MI: 4	1 <sup>st</sup> +MI: 4/53	1 <sup>st</sup> +MI: 4/53	
	2 <sup>nd</sup> C: 14/150	2 <sup>nd</sup> C: 15	2 <sup>nd</sup> C: 14/139	2 <sup>nd</sup> C: 15/144	
	3 <sup>rd</sup> C: 17/92	3 <sup>rd</sup> C: 18	3 <sup>rd</sup> C: 18/95	3 <sup>rd</sup> C: 20/95	
Activities planned for 2012					Level of implementation
3.2. Expand the offer of study cycles with double or multiple diplomas with prestigious universities					Partially implemented
Increase the number of co-tutelage PhD protocols, double diploma programmes and protocol for obtaining the European PhD title					Partially implemented
Activities carried out in 2012					
We continued to promote the opening of study cycles with double or multiple diplomas with prestigious universities. This has also proved quite difficult, despite the Programme for the Promotion of Teaching Staff and Non-teaching Staff Mobility, to run until 2013.					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
% of 2 <sup>nd</sup> and 3 <sup>rd</sup> cycle programmes in cooperation with other Portuguese universities	8,70%	n/a	9.82%	10.04%	n/a*
	2 <sup>nd</sup> C: 3/150	2 <sup>nd</sup> C: 4	2 <sup>nd</sup> C: 4/139	2 <sup>nd</sup> C: 5/144	
	3 <sup>rd</sup> C: 18/92	3 <sup>rd</sup> C: 17	3 <sup>rd</sup> C: 19/95	3 <sup>rd</sup> C: 19/95	

TABLE 15 – ACTIVITIES CARRIED OUT IN 2012: TRAINING – OBJECTIVE FP3 (CONT.)

Strategic Goal 2011-2015		FP3 - Promote multidisciplinary and multiculturalism (Cont.)			
3.2. Expand the offer of study cycles with double or multiple diplomas with prestigious universities					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
% of 2 <sup>nd</sup> and 3 <sup>rd</sup> cycle programmes in cooperation with other foreign universities	6.10% IM: 1/18 2 <sup>nd</sup> C: 6/150 3 <sup>rd</sup> C: 11/92	n/a  2 <sup>nd</sup> C: 10 3 <sup>rd</sup> C: 11	7.54% IM: 1/18 2 <sup>nd</sup> C: 7/139 3 <sup>rd</sup> C: 11/95	7.40% IM: 1/18 2 <sup>nd</sup> C: 7/144 3 <sup>rd</sup> C: 11/95	8%
Activities planned for 2012					Level of implementation
3.3. Promote mobility <i>out</i> programmes for students					Implemented
Disseminate mobility <i>out</i> programmes, also outside Europe					Implemented
Ensure the maintenance of funding received by ANPROALV – National Agency for Managing the Lifelong Learning Programme					Implemented
Obtain additional funds from external entities					Partially implemented
Ensure the payment of the Erasmus grant, the BSE/SOC (Additional Support Grant for Erasmus students with social and economic needs), the EILC grant (Erasmus Intensive Language Courses) and the application security lodged to strictly meet the deadlines					Implemented
Activities carried out in 2012					
<p>The U.Porto continued to insist on the importance of academic mobility (students, teacher and non-teaching staff) to meet the 20% target for mobility <i>in</i> 2020, extended especially to non-European areas. In 2012, 1,032 U.Porto students participated in mobility programmes outside Portugal, in 365 higher education Institutions in 34 countries. Among these students, 826 travelled to European countries and the remaining 206 to the Americas and Africa. Mobility programmes were disseminated by means of meetings (at the Rectorate and faculties) with students applying to Erasmus mobility programmes and under cooperation protocols. Information and guidance was also provided to candidates on a daily basis. To ensure funding by the ANPROALV - National Agency for Managing the Lifelong Learning Programme, we prepared three Applications to obtain funds to support the mobility programmes, two of which were approved with a global funding of 1.44 million Euros, an amount that exceeded the previous year's fund. As a result, 779 students benefitted from the Erasmus grant provided by ANPROALV. A further 35 students received a Grant under the <i>Santander Universidades</i> Programme, 140 students received <i>BSE/SOC</i> grants, and 43 students received EILC grants. As regards mobility, we should add that the CCMEUP submitted a proposal whereby grades of students in mobility programmes are converted. This proposal is based on the definition of a standardized method that converts the records, along with the <i>ECTS grading tables</i> concerned. This Proposal was subsequently approved by the directors of the Organic Units.</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of students in mobility out	1,033	1,365	1,032	1,250	n/a*
Activities planned for 2012					Level of implementation
3.4. Ensure the operation of an integrated information system (SIGARRA) for all the OUs					Implemented
Continue the customization of SIGARRA components on academic management, financial and asset administration and on R&D					Implemented
Ensure the continuity of the project to create an integrated SIGARRA system for the University					Implemented
Activities carried out in 2012					
<p>In 2012, we implemented the integration of the two components of the SIGARRA architecture into a single architecture to support this information system, which is now shared across the entire university. This integration was part of a broader and more complex activity that led to the release of the new generation SIGARRA system, the SIGARRAng. The change in the SIGARRA was at three levels: i) in terms of the technical infrastructure, which is now individual and shared by the entire university; ii) in terms of the management application used by the Academic Affairs Offices of the various faculties, entirely new and called WebGA; iii) in terms of the vast set of modules of the component that the academic community uses (personal page, booking resources, news, documents/contents, attendance, R&amp;D+I support, financial and administrative support, etc.), all updated to the new underlying data structure. The SIGARRAng includes a set of innovative features and modules, and some new modules, with the following characteristics: i) Cross-sectional use in the U.Porto: the system now meets the specific needs of the study cycles and cross-cutting courses of the U.Porto; ii) Student's unique number: the system introduces the concept of "student's unique identification number", which "aggregates/tracks" the entire academic pathway of students in the U.Porto, regardless of the faculties in which the student enrolls; iii) Integrated support to the mobility of students: the SIGARRA now manages the academic mobility more effectively; iv) Aggregated teachers' duty roster: the SIGARRA provides the aggregated teachers' duty roster in a single place, regardless of the faculty; v) Theses/projects/dissertation: the new module supports the entire process, from the applications to the deposit of the final document in the U.Porto repository; and vi) Self-evaluation report of the study cycles to the A3ES and annual internal self-evaluation report of the U.Porto study cycles and courses: the new module now supports the course directors and governing bodies in preparing the self-evaluation reports of courses and study cycles.</p>					

\* Indicator not included in the BSC.

TABLE 15 – ACTIVITIES CARRIED OUT IN 2012: TRAINING – OBJECTIVE FP3

Strategic Goal 2011-2015		FP4 - Ensure appropriate scientific-educational contents			
Activities planned for 2012					Level of implementation
4.1. Define and put into practice a teaching and scientific training programme for teachers					Implemented
Implement the new teachers' performance appraisal model					Implemented
Maintain the policy to value the teaching staff, with various training programmes to be conducted at the OUs					Implemented
Establish teaching incentive awards for teachers					Implemented
Activities carried out in 2012					
<p>The project <i>Par em Par na U.Porto</i><sup>14</sup> - a programme that explores classroom observation in multidisciplinary partnerships as an instrument to improve teaching performance - went smoothly. Results were disclosed in mid-2012. We also approved the Regulation on the Teaching Excellence Award<sup>15</sup>, which aims to acknowledge and value the teaching quality in all its dimensions. This award replaces the former e-learning award, and now includes the <i>e-Learning</i> component as one of the seriation criteria. The newly approved regulation also takes into consideration the organization of a workshop on Teaching Innovation and Sharing at the U.Porto, by the Jury of the Teaching Excellence Award, which will take place in 2013. The regulation on the appraisal of teacher was also approved by most faculties, and will be implemented from 2013 on. We hope they will reward teaching excellence.</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
Metric score of teachers by students (on a scale of 1 to 7)	5.22	5.20	5.23	5.3	5.4
No. of teachers taking part in pedagogical training programmes	n/a	295	337	300	n/a*
Activities planned for 2012					Level of implementation
4.2. Diversify the supply of optional Course Units					Partially implemented
Make curricula more flexible, allowing students to build part of their training pathway with free choice credits					Partially implemented
Activities carried out in 2012					
<p>We realize it is important to define, for each study cycle, the structural training of a specific area, and that students should be allowed some margin to freely choose their training or complement the main training area with <i>minors</i>, in a coherent way. We therefore defined in 2012 the common rules and principles that enable, under the same understanding and in a perspective of employability and lifelong learning, so that students can choose more than one alternative pathway within the same study cycle, and so that graduates can choose additional training corresponding to a branch/profile/specialization different to the one taken as part of their previous qualification. This process will continue in 2013. We continued to work so that students can take, as part of their study plan, free choice course units in their study cycles, in particular the 1st cycles. Work also continued to ensure that in second cycles and integrated masters, and depending on availabilities and the protocols established in each faculty with external entities, students can choose a project or an internship. These efforts were developed by the CCMEUP.</p>					
Activities planned for 2012					Level of implementation
4.3. Generalise the offer of CUs that promote the development of interpersonal and communication skills					Partially implemented
Include in the training plans a catalogue of free choice course units that promote the acquisition of skills in key areas for educational success					Partially implemented
Promote the organization of seminars and the use of new technologies so that training can be of free choice					Partially implemented
Activities carried out in 2012					
<p>As mentioned before, most of the changes to the study plans now include optional credits or free choice credits, in any scientific area of the U.Porto, promoting the development of communication and interpersonal skills. At the same time, attending seminars and conferences has been recognized as work done, in particular in 3<sup>rd</sup> Cycle course units.</p>					

<sup>14</sup> [http://sigarra.up.pt/up/pt/web\\_base.gera\\_pagina?p\\_pagina=1006720](http://sigarra.up.pt/up/pt/web_base.gera_pagina?p_pagina=1006720)

<sup>15</sup> [http://sigarra.up.pt/up/pt/web\\_base.gera\\_pagina?p\\_pagina=1010576](http://sigarra.up.pt/up/pt/web_base.gera_pagina?p_pagina=1010576)

TABLE 16 – ACTIVITIES CARRIED OUT IN 2012: TRAINING – OBJECTIVE FP4 (CONT.)

Strategic Goal 2011-2015	FP4 - Ensure appropriate scientific-educational contents (Cont.)	Level of implementation
Activities planned for 2012		
4.4. Reuse scientific and pedagogical contents already in place in other types of training		Partially implemented
Harmonize the ECTS weight of identical Course Units		Partially implemented
Establish in all OUs a common instrument for measuring if the volume of work required for each C.U. actually corresponds to the weight in ECTS		Transferred to 2013
Activities carried out in 2012		
<p>We have adjusted the ECTS of courses in order to increase the standardisation and use of work assessment criteria of each Course Unit, a process that has been implemented since the Bologna Process entered into effect. At the initiative of CCMEUP, we strongly promoted the compatibility of ECTS credits into multiples of 3, when analysing proposals for creating and changing study cycles. As a result of this work, in 2012 we presented several proposals for changing study cycles, in order to make credits compatible and, in some cases, declared the intention to make them compatible in all (or most) study cycles of some faculties.</p>		

\* Indicator not included in the BSC

TABLE 16 – ACTIVITIES CARRIED OUT IN 2012: TRAINING – OBJECTIVE FP4

Strategic Goal 2011-2015	FP5 - Attract and retain more students	Level of implementation			
Activities planned for 2012					
5.1. Attract and retain more 1 <sup>st</sup> cycle and IM students		Implemented			
Promote interaction with the younger public and those that can be admitted through readmission and special competition		Implemented			
Constantly updated the U.Porto offers in the SIGARRA system		Implemented			
Implement in all Organic Units the week for welcoming students to the university, with scientific, pedagogical, cultural and sports activities		Implemented			
Activities carried out in 2012					
<p>We continued to focus on attracting 1<sup>st</sup> Cycle and IM students: once again, the U.Porto was considered the favourite Portuguese university of Higher Education candidates in 2012, filling 99% of available places (4,103 out of 4,160) in the first phase of national admission exams. In 2012, the number of candidates to higher education fell sharply. Nonetheless, a total of 7,436 secondary education students chose the U.Porto as their first option, more than the 7,266 in 2011. The U.Porto also recorded the highest entry scores: 9 of the 25 courses with the highest entry scores were from the University. These were the results of the active participation of the faculties, the DGES – General Directorate for Higher Education and of the members of the Access to Higher Education stand at the Exhibition <i>Mostra</i> of the U.Porto, who helped clarify many questions relating to the application process. At the same time, in 2012 several events also showcased the training offers of the U.Porto, in particular in secondary schools, and also through the Access to Higher Education Affairs. Where possible, advertising means were also increased at schools and in the media, a strategy common to other study cycles, and we encouraged Open Days at the university, promoting the interaction between the younger public and the public that can access university through readmission and special exams. A project started in 2012 to host and integrate new students, covering a series of cross-sectional activities organized with the active help of the various faculties. For instance, the welcome session to the new students and their families, held at the Rosa Mota Pavilion last September, a Peddy Paper, to familiarize the new students with their faculties, and the “Passport”, which was given to the nearly 4,000 students taking part in the welcome sessions.</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
Ratio of students in 1 <sup>st</sup> option compared to places available in the 1 <sup>st</sup> cycle and IM	1 <sup>st</sup> C: 1,5	1 <sup>st</sup> C: 1,5	1,8	1,8	2
	IM: 2,0	IM: 2,0	1,6	2,0	
No. of students admitted in the 1 <sup>st</sup> cycle and IM through readmission and special exams	1,608	600	1,864	1,778	n/a*
No. of students enrolled in the 1 <sup>st</sup> cycle	9,417	9,750	9,654	9,417	n/a*
No. of students enrolled in IM	12,794	12,800	12,819	12,794	n/a*



TABLE 17 – ACTIVITIES CARRIED OUT IN 2012: TRAINING – OBJECTIVE FP5 (CONT.)

Strategic Goal 2011-2015		FP5 - Attract and retain more students (Cont.)			
Activities planned for 2012					Level of implementation
5.2. Attract and retain more 2 <sup>nd</sup> cycle and 3 <sup>rd</sup> cycle students and non-degree awarding training					Partially implemented
Attract and retain more 2 <sup>nd</sup> cycle and 3 <sup>rd</sup> cycle students					Implemented
Promote the integration of undergraduate students in ongoing research projects					Implemented
Promote extracurricular training courses					Implemented
Expand the offer of Course Units of project and induction to research to all 1 <sup>st</sup> cycle and IM programmes					Implemented
Non-degree awarding training					Implemented
Qualify specialized training, adapting courses to the various audiences, seeking, wherever possible, their accreditation					Implemented
Activities carried out in 2012					
In 2012, we continued to provide, mostly in the faculties, the individual monitoring of all candidates to Masters or Doctoral programmes / PhDs, through the Support Offices for Post-graduations. As regards non-degree awarding training, we continued to strengthen the organization of the course unit portfolios, also in English, providing timetables suited for professionally students to attend them.					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of students enrolled in the 2 <sup>nd</sup> cycle	5,744	5,625	5,754	5,745	n/a*
No. of students enrolled in the 3 <sup>rd</sup> cycle	3,609	2,920	3,247	3,610	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)	3,316	3,100	3,152	3,893	n/a*
No. of students enrolled in non-degree awarding courses	5,579	6,000	5,371	5,000	n/a*
No. of hours taught in non-degree awarding courses	26,602	32,750	30,683	26,000	n/a*
No. of students enrolled in Specialization Courses and Advanced Studies	185	500	431	350	n/a*
No. of hours taught in Specialization Courses and Advanced Studies	9,932	n/a	9,015	9,000	n/a*
Activities planned for 2012					Level of implementation
5.3. Attract more foreign students seeking degrees or short periods of stay under the framework of mobility <i>in</i> programmes					Partially implemented
Create more incentives for teaching, and for providing course units in English					Partially implemented
Negotiate quotas per Course Unit for students under the framework of mobility <i>in</i> programmes					Partially implemented
Improve the integrated cultural offer and activities to complement the strictly curricular ones					Partially implemented
Activities carried out in 2012					
In 2012, the U.Porto welcomed 1,560 mobility students under the framework of mobility <i>in</i> programmes, from 40 countries. To encourage teaching in English, we began the project entitled <i>Higher STEPS Towards a Multilingual University</i> , a project which will provide teachers and students of the University with the tools needed for teaching and learning in a foreign language, in this case English. This project will be evaluated in 2013 by CCMEUP. The negotiation of quotas per Course Unit for students under the framework of mobility <i>in</i> programmes resulted in a slight increase of places available: three hundred and fifty places under the Brazilian programme "Science without Borders" and seventy places under the PLI programme (International Undergraduate Programme), also established by the Brazilian government. At the same, contacts were established between faculties and teacher, at individual level, in order to increase the number of assessed applications and the consequent number of foreign students under the Erasmus Mundus programme. The result was that in 2012, about 110 students under this programme came to the U.Porto. Lastly, and under the Erasmus and PLLA (Portuguese-speaking and Latin American countries) mobility programmes, our aim was to increase the number of places available to enter into new agreements or renew existing ones. Moreover, to improve extracurricular activities several activities were carried out to facilitate the reception of foreign mobility students: welcome events, study and cultural visits, sports events, workshops and other events related to culture and gastronomy of the different countries and of Portuguese culture.					

TABLE 17 – ACTIVITIES CARRIED OUT IN 2012: TRAINING – OBJECTIVE FP5 (CONT.)

Strategic Goal 2011-2015	FP5 - Attract and retain more students (Cont.)				
<b>5.3. Attract more foreign students seeking degrees or short periods of stay under the framework of mobility in programmes</b>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of students under the framework of mobility in programmes	1,474	1,450	1,560	1,740	6% of students
% foreign students enrolled to obtain a degree	4.19%	4.50%	4.24%	4.90%	6% of students
	1 <sup>st</sup> C+IM: 373/22,211	1 <sup>st</sup> C+IM: 525/22,550	1 <sup>st</sup> C+IM: 373/22,211	1 <sup>st</sup> C+IM: 605	
	2 <sup>nd</sup> C: 448/5,744	2 <sup>nd</sup> C: 440/5,625	2 <sup>nd</sup> C: 464/5,744	2 <sup>nd</sup> C: 484	
	3 <sup>rd</sup> C: 500/3,609	3 <sup>rd</sup> C: 430/2,920	3 <sup>rd</sup> C: 500/3,609	3 <sup>rd</sup> C: 473	
% foreign graduates	3,33%	4,4%	3,1%	242	6% of graduates
	1 <sup>st</sup> C+IM: 86/4,900				
	2 <sup>nd</sup> C: 101/1,452				
	3 <sup>rd</sup> C: 33/ 262				
Activities planned for 2012					Level of implementation
<b>5.4. Provide updated information in due time on the training offered at the U.Porto on the Internet</b>					Partially implemented
Significantly improve the information provided on the study cycles, qualification levels and skills to be acquired by students, career opportunities and employment rates					Partially implemented
Activities carried out in 2012					
<p>With regard to the disclosure of 2<sup>nd</sup> and 3<sup>rd</sup> Cycle courses, strategic cycles for the University, we significantly improved the quality of materials provided, especially, and for the first time, specific brochures to publicize the courses in Portugal and abroad, the first one steered to the families who accompanied prospect students to the exhibition <i>Mostra</i> at the U.Porto and the second one intended to support promotional initiatives abroad. These brochures gave out new information, such as the duration of each programme and the credits assigned to each course and year. The new university portal is also underway, and we hope that it will include more detailed information on the course programmes and subjects available, information on tuition and specific access terms. For the 1<sup>st</sup> cycle, information will also be provided on the qualification levels and skills to be acquired by students, career opportunities and employment rates. Some faculties have maintained and developed their own portals for students, with specific versions for international applicants, which include detailed information on the portfolios of course units in English for the various trainings offered. Finally, the faculties have also worked to provide leaflets, brochures, flyers and all types of communication materials relevant for the external public.</p>					
Activities planned for 2012					Level of implementation
<b>5.5. Develop and operationalize the interoperability between SIGARRA and external applications, in particular with the Interoperability Platform of Public Administration and international information transfer platforms (ERASMUS)</b>					Implemented
Implement the connection of SIGARRA components to all the existing applications, as well as to other national and international platforms					Implemented
Activities carried out in 2012					
<p>In 2012, we ensured the interconnection of the new SIGARRA system, SIGARRAng, to all the other system with which it interacts, namely with ERP Primavera, the library management system (Aleph), the repository of the U.Porto, Diplomas U.Porto (Digitary), management system of learning contents (MOODLE), attendance control system (Millennium) and identity management directory (LDAP). We also provided the interoperability of SIGARRA with A3ES and DGES, in particular for the automatic transfer of information on the self-assessment reports of study cycles and study grants (SICABE). The SIGARRA system is ready for this interconnection, and we are waiting for these entities to finish developing the required interfaces. The development of the A3ES led to a profound change in how the course/Study Cycles (SC) reports are regarded. Indeed, SIGARRA now offers a new feature that processes the study Cycle reports in an integrated way, managing their life cycle and offering features that streamline the activities for preparing the assessment processes by A3ES. The cooperation module, which supports ERASMUS mobility, was redesigned in SIGARRAng, in accordance with the requirements in this area. The faculties cooperate in this entire process, helping to integrate the academic and financial management process and to make the information system cross-sectional.</p>					

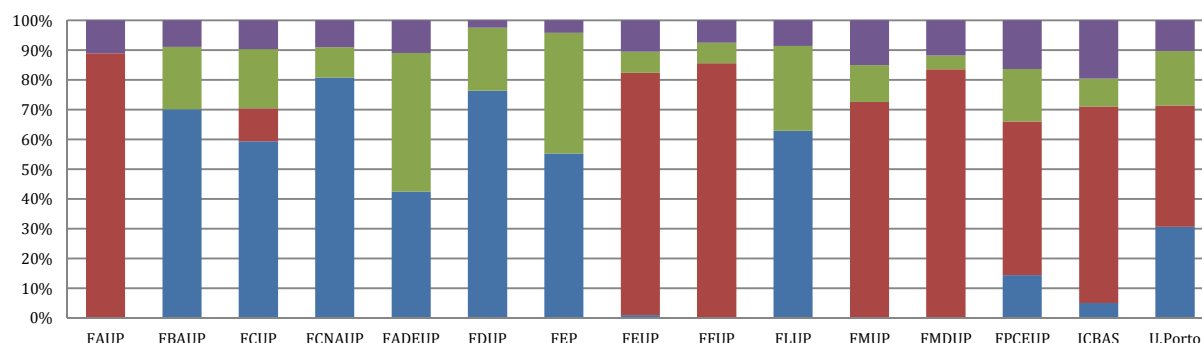
**TABLE 17 – ACTIVITIES CARRIED OUT IN 2012: TRAINING – OBJECTIVE FP5 (CONT.)**

Strategic Goal 2011-2015	FP5 - Attract and retain more students (Cont.)	Level of implementation
Activities planned for 2012		
5.6. Develop and operationalize joint services of interest to the students' education (e.g., interconnection between remote laboratories in the U.Porto and in other higher education institutions)		Implemented
Further development of authentication and authorization infrastructures		Implemented
Activities carried out in 2012		
<p>In 2012, the authentication and authorization infrastructure, as a joint authentication component, was extended to more services, including MOODLE, the U.Point platform, the new survey platform of the U.Porto (based on the public domain LimeSurvey software), and the Authenticus platform, which supports the import and representation of publications obtained from international databases, namely ISI and Scopus, as well as the import and representation of more thorough information on international journals and their impact factors. These new services were added to the 2011 ones, including the national joint services (RCTSaai) and the international joint services (including several publishers integrated in the Online Knowledge Library, b-On). In 2012, we also implemented a statistics registration service of access to the AAI infrastructure of the U.Porto, which provides a more detailed analysis of how the joint authentication is used. As a result of these endeavours, there were 71,500 authentications in the AAI service in 2012, reflecting a 90% increase compared to the previous year.</p>		

\* Indicator not included in the BSC.

**TABLE 17 – ACTIVITIES CARRIED OUT IN 2012: TRAINING – OBJECTIVE FP5**

The chart below shows the number and proportion of students enrolled in 2012, according to study cycle and faculty.



	FAUP	FBAUP	FCUP	FCNAUP	FADEUP	FDUP	FEP	FEUP	FFUP	FLUP	FMUP	FMDUP	FPCEUP	ICBAS	U.Porto
■ Estudiantes inscritos 3.º ciclo	121	81	377	43	150	33	125	764	96	358	352	60	237	450	3.247
■ Estudiantes inscritos 2.º ciclo	0	191	783	49	641	286	1.225	516	89	1.189	290	24	255	216	5.754
■ Estudiantes inscritos MI	976	0	431	0	0	0	0	5.917	1.098	0	1.701	426	750	1.520	12.819
■ Estudiantes inscritos 1.º ciclo	0	638	2.328	387	584	1.028	1.670	65	0	2.630	0	0	208	116	9.654
Total Estudiantes inscritos 2012	1.097	910	3.919	479	1.375	1.347	3.020	7.262	1.283	4.177	2.343	510	1.450	2.302	31.474
Total Estudiantes inscritos 2011	1.045	884	3.827	489	1.313	1.269	2.944	7.361	1.311	4.217	2.567	529	1.471	2.337	31.564

**CHART 2 – PROPORTION OF THE NO. OF STUDENTS ENROLLED IN 2012, PER STUDY CYCLE AND FACULTY**

Strategic Goal 2011-2015	FP6 - Attract and retain better students
Activities planned for 2012	
6.1. Monitor and evaluate cases of dropouts and school failure	Level of implementation Transferred to 2013
Promote a critical reflection on the learning outcomes, identifying good practices and work methods that reduce absenteeism and school failure	Transferred to 2013
Provide individual monitoring to all students facing difficulties	Transferred to 2013
Reduce school dropouts for economic-financial reasons, promoting the updating of webpages (of other OUs) of part-time job opportunities for students	Transferred to 2013

#### Activities carried out in 2012

In early 2013, the U.Porto set up a working group to address school dropouts, under the CRUP – Council of Rectors of Portuguese Universities. This is the basis for addressing the problem in an articulated way among higher education institutions. Notwithstanding, in 2012, the CCMEUP looked into possible ways to fight school dropouts at the U.Porto. This involves defining additional mechanisms and specific funds to effectively support students facing financial difficulties, in order to avoid school dropouts caused by economic needs. The faculties were also able to carry out specific projects to improve educational attainment, including i) educational advisory projects, to monitor and assess course units with lower performance scores, and ii) projects on complementary training, which aim to provide extra support to students; this support is given by peers and relates to specific course units showing worse pass rates. At the same time, we continued to ensure the assessment and monitoring the risk of dropout by means of case-by-case support, through counselling appointments, provided by SASUP and in some faculties.

Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
% 1 <sup>st</sup> Cycle, 2 <sup>nd</sup> Cycle and IM graduates obtaining a diploma in the normal duration of the study cycle	57%		59%	59%	
	1 <sup>st</sup> C+MI: 52%	57%	1 <sup>st</sup> C +MI: 53%	1 <sup>st</sup> C +MI: 53%	60%
	2 <sup>nd</sup> C: 74%		2 <sup>nd</sup> C: 79%	2 <sup>nd</sup> C: 79%	
No. of medical appointments (medical and counselling) provided by the U.Porto to its students	2,355*	3,800	4,310	3,650	n/a**

Activities planned for 2012		Level of implementation
6.2. Improve the students' assessment process		Partially implemented
Create verification mechanisms and demand the observance of academic and pedagogical regulations, harmonising the assessment of students		Partially implemented
Encourage the distributed assessment in Course Units, making students be aware of their importance to the quality of the learning process		Partially implemented

#### Activities carried out in 2012

Most of the study cycles and the assessment of students were reviewed and regulations were approved. CCMEUP also discussed the importance of distributed assessment for the school achievement of students. The faculties are testing new methods to assess attendance. At this point, there is quite a significant number of regulations encouraging the use of distributed assessment in course units.

Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
% 2 <sup>nd</sup> Cycle, 3 <sup>rd</sup> cycle and IM graduates compared to all the graduates	53.20%	51.60%	53.00%	53.30%	55%
No. of 1 <sup>st</sup> Cycle graduates and IM graduates	3,233	3,753	3,327	3,500	6,300
No. of IM graduates (Master)	1,697	2,000	1,781	2,000	
No. of 2 <sup>nd</sup> Cycle graduates	1,688	1,638	1,566	1,640	2,200
No. of 3 <sup>rd</sup> cycle graduates	286	360	401	360	350

\* Figures for consultations (medical and psychological services) provided by SASUP.

\*\* Indicator not included in the BSC.

TABLE 18 – ACTIVITIES CARRIED OUT IN 2012: TRAINING – OBJECTIVE FP6

The chart below shows the number and proportion of U.Porto graduates in 2012, per category of study cycle and faculty, showing a slight increase in 2% compared to the previous year.

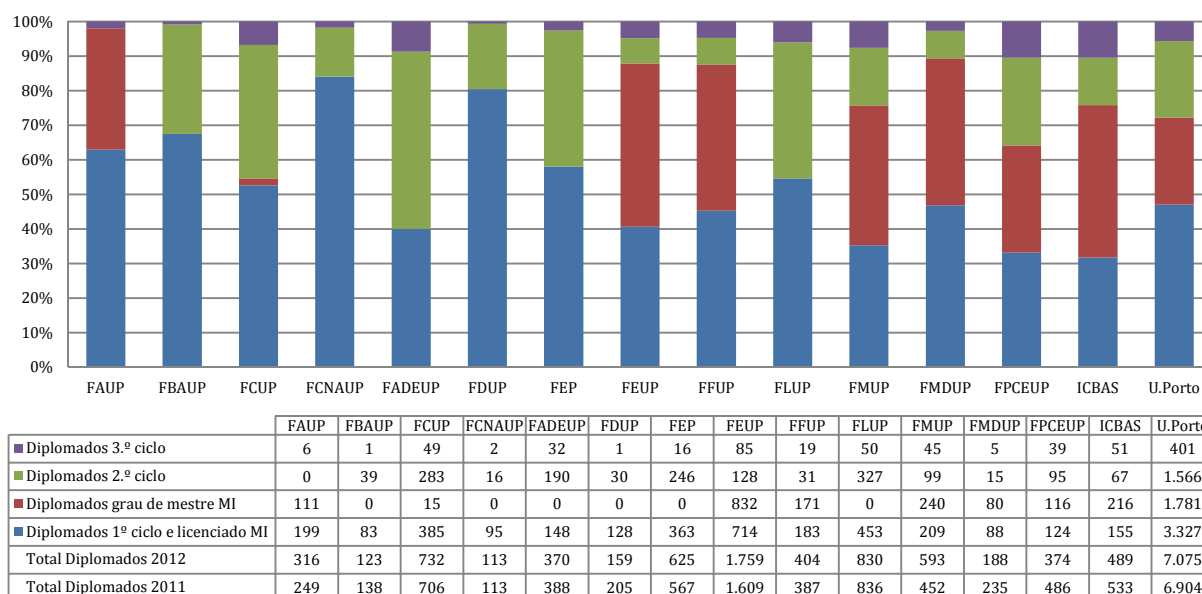


CHART 3 - PROPORTION OF THE NO. OF GRADUATES IN 2012, PER CATEGORY OF STUDY CYCLE AND FACULTY

Strategic Goal 2011-2015	FP7 - Attract, retain and train the best teachers				
Activities planned for 2012		Level of implementation			
7.1. Define criteria to better assign the work schedule of teachers in order to ensure a proper distribution of training vs. research	Analyse the impact of the review of assignment of teachers' work schedule	Transferred to 2013			
Activities carried out in 2012		Transferred to 2013			
For lack of conditions, we were unable to implement these activities. However, we were able to prepare some studies in the faculties on the rationalization of the training offers, with a view to making better use of the teachers' times. In some faculties, we continued to reduce teaching overloads in the areas most in need by contracting invited assistants on a full-time basis.					
Activities planned for 2012		Level of implementation			
7.2. Promote mobility <i>out</i> of the teachers of the U.Porto	Encourage the participation of teachers and researchers in mobility activities supported by the funding programmes in force	Partially implemented			
Continue to finance the "Ambassadors of the Organic Unit" programme		Partially implemented			
Activities carried out in 2012		Partially implemented			
The U.Porto has continued to insist on the importance of academic mobility to meet the mobility target of 20% in 2020, expanded mostly to non-European locations. To encourage the participation of teachers and students in mobility activities supported by the funding programmes in force, we have promoted various meetings with teachers, coordinators and mobility technical staff, and have organised regular contacts and individual briefings with teachers who have shown an interest in learning more about the existing programmes, including the Mobility Incentive programme set up by the University and the Mobility Programme funded by Santander Universidades. Moreover, we have created specific portals for each of the European projects offering mobility opportunities to teachers under the Erasmus Mundus programme. Note also that the number of teacher in mobility in 2012 fell short of expectations, which could be explained by either the duration of programmes (at least 1 month) in the case of Erasmus Mundus Mobility and Young Researchers Santander, or by the difficulty in achieving the programmes' objectives, including those associated to the University Programme to Support the Set-up of Joint Programmes or in Association with Prestige Foreign Universities.					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of teachers in mobility <i>out</i>	94	130	84	112	n/a*

TABLE 19 - ACTIVITIES CARRIED OUT IN 2012: TRAINING - OBJECTIVE FP7 (CONT.)

Strategic Goal 2011-2015	FP7 - Attract, retain and train the best teachers (Cont.)	
Activities planned for 2012		Level of implementation
7.3. Attract teachers with a high potential		Partially implemented
Raise funds, which may take the form of Chairs financed by companies		Partially implemented
Provide better conditions so that more foreign teacher can actively participate in doctorate panels, aggregation exams or research projects		Partially implemented
Expand the participation in consortia formed by foreign universities aiming for the cooperation between European and third country higher education institutions.		Partially implemented

#### Activities carried out in 2012

In 2012, we found it difficult to raise additional private financial resources needed to attract high potential teachers. The lack of public support, foreseen in the grounds for granting the status of Foundation to the U.Porto, also hindered the possibility of strengthening the qualified human resources, including the hiring of reputed international teachers and scientists. Nonetheless, the U.Porto has strived to provide better conditions (in legal terms as well) so that more foreign teacher can actively participate in doctorate panels, aggregation exams and research projects. Some faculties have been able to keep up the same level of international participation as in previous year, namely as regards research projects, which is confirmed by the number of projects of the 7<sup>th</sup> Framework Programme in which the University coordinates or participates, and by the number of publications with international cooperation (44.4% of the ISI-WoS total of university publications). To this end, the efforts to expand the participation in consortia of foreign universities have been huge, encouraging the cooperation between European and third country higher education institutions. In 2012, the U.Porto has also participated in 45 new University consortia, as part of applications to European programmes for Higher Education cooperation. As a result of these applications, 14 projects were approved, 3 of which coordinated by the University of Porto. Finally, note that 116 teachers from Europe, the Americas, Africa and Asia stayed for a short period of time at the U.Porto, corresponding to 6.15% of the total number of FTEs.

Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of teacher in mobility <i>in</i>	100	110	116	120	n/a*
No. of teacher (FTE)	1,887	1,811	1,770	1,800	n/a*
% of teacher and researchers with a PhD (FTE)	79.0%	79.0%	81.2%	80.0%	80.0%

\* Indicator not included in the BSC.

TABLE 19 - ACTIVITIES CARRIED OUT IN 2012: TRAINING - OBJECTIVE FP7

Strategic Goal 2011-2015	FP8 - Promote distance teaching/learning	
Activities planned for 2012		Level of implementation
8.1. Ensure the operation and programming of <i>e-Learning</i> cafés, social areas, areas for learning and leisure mediated by the ICTs		Implemented
Commencement of works needed for the new <i>e-Learning</i> café in the Botanical Gardens, in the Salabert House		Partially implemented

#### Activities carried out in 2012

The *e-Learning* café in Asprela is the most preferred meeting point of the academic community, especially of U.Porto students and of students of other higher education institutions. It has excellent and unique facilities for studying and socialising widely enjoyed by its users. The activities taking place during the year in the *e-Learning* café in Asprela have largely contributed to increase interdisciplinarity and to enrich the culture of its users. As these activities are open to the academic community, and in many cases to the community in general, they also serve to publicise the facility and, consequently, of the University. In addition to the face-to-face activities, in a total of about 50 sessions, we highlight the *LiveStream* channel, offering a different way to participate, view and follow-up all events in real time or after they take place, the production of contents for the website of the *e-Learning* café, which was entirely renovated, the maintenance of the *e-Learning* café on facebook, the development of new features and the creation of a new layout for the eCupMobile, a mobile app to disseminate the *e-Learning* café and the U.Porto. Regarding the *e-Learning* café in Campo Alegre, the project entitled Galeria da Biodiversidade – Centro Ciência Viva (Biodiversity Gallery – Science Centre) was referred to the ON.2 in February 2011. This project includes the first phase of intervention in the Salabert House, where the new *e-Learning* café of the U.Porto will be housed, and received a co-funding of 60%, as confirmed by CCDR-N in November 2012. The agreement was signed, representing an overall investment of 398,250 Euros.

Activities planned for 2012		Level of implementation
8.2. Ensure the creation and operationalization of an integrated teaching/learning environment at the U.Porto, the updating and innovation thereof, optimizing the use of new technologies, in particular open technologies		Implemented
Define a strategy for distance learning, identifying strategic areas and designing programmes for that purpose		Partially implemented
Provide support to teacher in the use of New Technologies in Education		Implemented

TABLE 20 - ACTIVITIES CARRIED OUT IN 2012: TRAINING - OBJECTIVE FP8 (CONT.)

Strategic Goal 2011-2015	FP8 - Promote distance teaching/learning (Cont.)				
8.2. Ensure the creation and operationalization of an integrated teaching/learning environment at the U.Porto, the updating and innovation thereof, optimizing the use of new technologies, in particular open technologies					
Activities carried out in 2012					
<p>The U.Porto needs to urgently define a DL Strategy – Distance Learning Strategy to clarify its role in <i>in situ</i> education and to identify the areas that are best able to benefit from this type of education in the short and medium term. In this context, CCMEUP came up with the following conclusions in 2012: i) the implementation of the DL Strategy of U.Porto assumes that there is a central coordination and support structure especially dedicated to this area, that identifies and aggregates the priority or possible education offer within the various interdisciplinary areas, that supports teacher training and enhances the human and technological resources existing in U.Porto; and ii) to see whether this investment is of interest in the future, we should implement a pilot-programme in the near future in very specific areas, as soon as the coordination structure mentioned before is defined. In the meantime, the technical and pedagogical support provided by the Rectorate for the use of <i>e-Learning</i> is still available to the U.Porto teachers. In 2012, there were 88 new course units and training modules, and we provided the academic community with the 2.2 MOODLE version, which includes new pedagogical technologies. The installation of the new MOODLE version also required that several new elements had to be translated from English to Portuguese, which, although they existed before, they had to be improved to offer a more intuitive and spontaneous use of resources and activities. After the approval of the single technological platform to support <i>e-Learning</i> at the University, we prepared its architecture and have already begun the transfer of a local platform (FCUP) to the U.Porto MOODLE. It is also important to note that CCMEUP has outlined the terms of the agreements to be signed with UnyLeya, which will allow us to provide some courses under the DL scheme.</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
% of course units with <i>e-Learning</i> components (open on <i>Moodle</i> )	n/a 3,025	n/a 2,600	n/a 3,113	3,025	50%
Activities planned for 2012					Level of implementation
8.3. Conduct training activities and events that promote the use of new technologies in teaching/learning					Implemented
Activities carried out in 2012					
<p>In 2012, we organised the following training activities and promoted the use of new technologies in education: i) the production of an online training course designed in the 2.2 MOODLE version, open to users without a password; ii) training activities “From Moodle 1.9 to 2.2” and “Training in Moodle 2.2 – resources and activities”; or iii) customized training activities in various faculties, on different themes, including, Turnitin – Preventing plagiarism, and Moodle 2.2. We also continued to invest in the participation in European projects, events and major conferences on this theme, in order to ensure the training of the team members and the acquisition of knowledge. As a result of all these activities, the U.Porto was chosen to give training on Moodle to trainees from GAVE – Educational Assessment office of the Ministry of Science and Education, which was a success.</p>					
Activities planned for 2012					Level of implementation
8.4. Ensure the technical conditions to develop cooperation networks for the production of distance teaching/learning contents					Implemented
Provide high quality resources and services in this area (e.g., <i>Moodle Mobile</i> )					Implemented
Activities carried out in 2012					
<p>The technological platform supporting <i>e-Learning</i> is still working with high levels of availability (99.98%) and performance. We should highlight its behaviour in the training provided to GAVE, mentioned in the preceding paragraph, in which 6,000 trainees used the platform at the same time to submit projects for assessment. In addition to the version upgrade, the U.Porto MOODLE platform was entirely revamped in terms of design, with the help of the Faculty of Fine Arts of the U.Porto, designed the graphics. The U.Porto MOODLE environment is also compatible with mobile devices.</p>					

TABLE 20 – ACTIVITIES CARRIED OUT IN 2012: TRAINING – OBJECTIVE FP8

## SOCIAL AND ECONOMIC DEVELOPMENT

In an effort to contribute to making society develop backed by the knowledge produced at the U.Porto, we continued to encourage the signing of research and training agreements with Portuguese and foreign companies, directly and in connection with the Interface Institutes to which the U.Porto is associated. To this end, we organized various initiatives intended to show the R&D skills of U.Porto researchers, expand the network of contacts between companies and researchers, and to learn about and discuss the R&D needs and priorities of companies.

With the aim of encouraging research with potential social and economic value, we have continued to support and promote intellectual property by providing customized service to the teaching and student communities. This support led us to find ideas deserving to be registered, to look for people interested in using the patents already developed and to negotiate the terms of intellectual property in projects and provision of R&D services. It should be noted that the U.Porto was the higher education institution with the highest number of requests for Patents and Utility Models in 2012 in Portugal<sup>16</sup>.

The U.Porto has been concentrating more and more on projects and activities that foster entrepreneurship, investing more in creating competences, infrastructures, services and events able to boost the entrepreneurial potential in the University. Many initiatives materialised in 2012: services and entrepreneurship and innovation supporting offices, spin-offs, empowerment and teaching activities linked to entrepreneurship, competitions, lectures, workshops and conferences.

This was also the year of strong growth for UPTEC - Science and Technology Park of the University of Porto: it received 41 new projects, housing 113 resident companies, and supported 143 highly innovative projects in the past 5 years. In terms of infrastructures, the Park initiated the second construction phase of the Central Building of the UPTEC, which will soon house 72 technology companies, and started the construction of the UPTEC Incubation Centre in the Mar Campus, in Leça da Palmeira, with a capacity for 32 companies. UPTEC also inaugurated its Innovation Centre, a centre that is home to some of the most innovative Portuguese and international companies. UPTEC is, today, the driver of regional and national economy, generating innovative businesses that compete in the main international markets, representing more than 900 jobs created.

The Tables below show the various activities carried out in this field.

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<sup>16</sup> According to the National Institute of Industrial Property (INPI), the U.Porto topped the National ranking with 21 requests registered in 2012, 18 of which as single applicant and 3 as joint applicant.



Strategic Goal 2011-2015		DS1 - Adapt the activity of the U.Porto to public expectations			
Activities planned for 2012					Level of implementation
1.1. Promote the joint implementation of projects with the economic and social sectors					Partially implemented
Promote among companies the registration on the U.Point Platform					Partially implemented
Organise thematic meetings between R&D+i groups and sectorial experts					Implemented
Foster greater coordination with corporate R&D units, urging the implementation of joint research projects					Implemented
Ensuring the hosting of multidisciplinary teams in the UPTEC Innovation Centre					Implemented
Activities carried out in 2012					
<p>We continued to encourage research and training agreements with national and foreign companies, directly or in connection with the Interface Institutes with which the U.Porto is associated. Where possible, we have promoted PhDs in a corporate environment conducive to the development of knowledge in connection with the specific interests of companies. In some faculties, we also continued to develop their service portfolios, promoting new websites with the various forms of cooperation and interaction available to companies, end-of-year projects done in a corporate environment, where relevant. To this end, we signed a significant number of contracts/agreements concerning dissertations and/or internships in companies. Where possible, these end-of-year projects were presented in public sessions. The Rectorate also organised various A2B – <i>Academy to Business</i> Forums, attended by almost 250 researchers and company representatives. The aim of these events is to publicise the R&amp;D skills of U.Porto researchers, expand the network of contacts between company representatives and researchers, and to learn about and discuss the priorities and R&amp;D needs of companies. As a result, we set up the working group entitled "A2B Labs" in order to apply this model to sectorial groups/economic activities, promoting meetings and discussions on a theme of common interest to so many. Within the University, we completed the SIGARRA module for projects and provision of services, as well as the first version of U.Point, two tools we have already referred to. On the U.Point in particular, we introduced some improvement in terms of skill finding, classification of profiles based on the CORDIS categories and level of profiles, in order to cover the U.Porto students. Moreover, we also tested the module to disseminate the equipment and associated notification chain. The Platform will be officially launched in 2013.</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
% of research projects (national and international) in partnership with companies and in progress	n/a	22% 165/780	n/a*	15% 100/675	23%
Amount of funding received via R&D+i projects done with companies and other institutions (e.g., corporate associations) (in million Euros)	3.8	5.8	4.6	2	Increase 15%/year
% income (excluding State Budget) obtained via donations, sponsorships and legacies	n/a	0.3% 0.2/86.2	0.45% 0.35/77.63	0.40%	2%
Activities planned for 2012					Level of implementation
1.2. Promote the provision of services to the economic and social sectors					Partially implemented
Diversify the funding sources, by attracting more own revenue					Partially implemented
Strengthen the support and encouragement given to teachers who have developed activities in coordination with companies					Partially implemented
Activities carried out in 2012					
<p>Boosting the number of collaborative R&amp;D projects has placed on the agenda the research conducted by UPIN – University of Porto Innovation on R&amp;D skills than can meet the challenges posed by the companies. In 2012, UPIN carried out about one hundred research works on skills, surveying more than 500 members of the U.Porto knowledge network. This activity was also complemented with the local structures of faculties.</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of ongoing works /service provision contracts	n/a	300	169	130	n/a**
% of revenue (excluding the State Budget) obtained via provision of services (in million Euros)	6.34% 5.7/89.9	7.30% 6.3/86.2	6.73% 5.23/77.63	5.47% 4.7/85.9	15%

TABLE 21 – ACTIVITIES CARRIED OUT IN 2012: SOCIAL AND ECONOMIC DEVELOPMENT – OBJECTIVE DS1 (CONT.)

Strategic Goal 2011-2015	DS1 - Adapt the activity of the U.Porto to public expectations (Cont.)	
	Activities planned for 2012	Level of implementation
1.3. Strengthen the participation in the definition and implementation of social and economic development policies		Implemented
	Activities carried out in 2012	
The U.Porto has continued to actively develop activities to encourage the participation of its members and faculties in national and international social, economic and political discussion and analysis forums. This participation has been important for U.Porto to better identify the challenges it faces, anticipating activity proposals.		

\* This metrics is not determined in 2012, as we consider that its calculation based on data available does not seem to be reliable. On this issue, note that under the review of the Strategic Plan, this indicator was eliminated.

\*\*Indicator not included in the BSC.

**TABLE 21 - ACTIVITIES CARRIED OUT IN 2012: SOCIAL AND ECONOMIC DEVELOPMENT - OBJECTIVE DS1**

Strategic Goal 2011-2015	DP2 - Encourage research with potential social and economic value				
	Activities planned for 2012				Level of implementation
2.1. Encourage the protection and social and economic value of R&D+i results					Implemented
Make the academic community aware of the need to register Intellectual Property and of promoting entrepreneurship					Implemented
Ensure the search for partners to explore R&D results					Implemented
Reassess the policies on the protection and value of R&D+i results to offset existing budgetary constraints					Partially implemented
	Activities carried out in 2012				
We have continued to support and promote intellectual property in the faculties, in coordination with UPIN, through customized services to the teaching and student communities. This support has resulted in the active search for ideas that deserve to be registered, in finding stakeholders interested in using the patents already developed in order to obtain licenses, and in negotiating the terms of intellectual property in projects and provision of R&D services. We also valued the R&D+i results by disclosing to society, through the media and in a coordinated communication policy, the successful cases of U.Porto, aiming to attract the attention of new investors. We point out that on this issue the U.Porto was the Higher Education institution with the greatest number of requests for Patents and Utility Models in 2012 in Portugal: 21 requests lodged last year, 18 of which made by individual applicants and three as co-applicants. The total number of active patents in December 2012 was of 123 (78 Portuguese and 45 international), of which 60 were granted (41 in Portugal and 19 in other countries). We also established contacts with national and international companies to assess their interest in licensing the technologies protected by patents.					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of national and international active patents	90	95	123	95	50 international patents
No. of national and international patents granted	53	54	60	53	n/a*
No. of communication of patents processed	23	22	41	15	n/a*
% of revenue (excluding State Budget) obtained via intellectual property rights	n/a	n/a	0.07%	0.02%	0.50%
	Activities planned for 2012				Level of implementation
2.2. Support the creation of technology-based or socially differentiating business projects					Implemented
Promote innovation and entrepreneurship in the academic community, by encouraging the participation of students in specific programmes dedicated to entrepreneurship					Implemented
Provide support when preparing a business plan and obtaining funds					Implemented

**TABLE 22 - ACTIVITIES CARRIED OUT IN 2012: SOCIAL AND ECONOMIC DEVELOPMENT - OBJECTIVE DP2 (CONT.)**

Strategic Goal 2011-2015	DP2 - Encourage research with potential social and economic value (Cont.)				
2.2. Support the creation of technology-based or socially differentiating business projects					
Activities carried out in 2012					
<p>The U.Porto has strongly invested in the creation of projects and the development of activities that encourage entrepreneurship, and in the creation of competences, infrastructures, services and events able to boost the existing entrepreneurial potential at the University. Some of the initiatives that materialized in 2012 include: services and offices to support entrepreneurship and innovation, spin-off companies, empowerment and teaching activities linked to entrepreneurship, competitions, lectures, workshops and conferences. Among these, we would like to highlight the organisation, at the Rectorate, of the 1<sup>st</sup> Forum of Entrepreneurial Students of the U.Porto attended by many, and the work done in close cooperation with CE<sup>2</sup>UP – Entrepreneurship Society of the University of Porto. Moreover, the U.Porto has fostered the participation of teacher with experience in management and entrepreneurship in study cycles that do not have these practices, acting as a catalyser and promoting the creation of projects in other courses. The <i>StartUP Programme</i> developed as part of the <i>Junior Achievement</i> is an excellent example of this. Another situation worth noting is the Entrepreneurship Module operating in EGP-UPBS (now the Porto Business School) as part of the Junior University. Finally, we continued to provide support for the development of business plans and for obtaining funds. The strong involvement in the Ignition Programme of Portugal Ventures clearly illustrates this effort. Note also the close link with other funding entities, especially at the level of the banking system and business angels guilds. 2012 was also a strong year for the Science and Technology Park of the University of Porto (UPTEC): UPTEC hosted 41 new projects, reaching a total of 113 resident companies, supporting 143 highly innovative projects in the past 5 years. In terms of infrastructures, in 2012 the Park began the second phase works of the UPTEC Central Building, an infrastructure that will soon host 72 technology companies, and began works in the Incubation Centre of the Mar Campus of UPTEC, in Leça da Palmeira, with a capacity of 32 companies. UPTEC also inaugurated its Innovation Centre, which houses some of the most innovative national and international companies. The quality of projects developed in UPTEC was also recognised by the various entities that awarded the companies housed in the Park in 2012: 19 national and international awards. The results now known show the entrepreneurial and innovation potential in Portugal, especially in the North region and in its academic community, being a strong driver of national economy, generating innovative businesses that compete in the main international markets, representing already more than 900 jobs (there is a difference compared to previous years because the data collection process has been improved among the incubated companies).</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of existing <i>spin-offs</i> and <i>start-ups</i>	108	98	113	120	Increase 10%/year
No. of existing anchor/mature companies	4	6	6	8	n/a*
No. of existing innovation centres	4	20	10	20	n/a*
No. of existing graded companies	8	10	12	12	n/a*
No. of jobs created	1,100	1,150	911	1,200	1,000
Activities planned for 2012					Level of implementation
2.3. Conduct a survey on scientific and technological experts who may provide support, in particular to the internationalisation of companies					Partially implemented
Activities carried out in 2012					
For lack of resources, we were unable to perform this activity to the extent planned					

\* Indicator not included in the BSC.

TABLE 22 - ACTIVITIES CARRIED OUT IN 2012: SOCIAL AND ECONOMIC DEVELOPMENT - OBJECTIVE DP2

Strategic Goal 2011-2015	DP3 - Promote social entrepreneurship and volunteering	
Activities planned for 2012		Level of implementation
3.1. Strengthen the volunteer programme aimed at teachers, researchers, non-teaching staff, students and the Students Association		Transferred to 2013
Qualify and diversify the training of volunteers		Implemented
Improve the contents of the platform managing the volunteering activities		Transferred to 2013
Promote the attraction of new volunteers to support the planned activities		Implemented
Disseminate the volunteering programme, in close coordination with the Students' Associations and specific volunteering groups		Implemented
Formalize the development of projects and joint social and educational programmes, with basic and secondary education schools		Implemented

TABLE 23- ACTIVITIES CARRIED OUT IN 2012: SOCIAL AND ECONOMIC DEVELOPMENT - OBJECTIVE DP3 (CONT.)

Strategic Goal 2011-2015	DP3 - Promote social entrepreneurship and volunteering (Cont.)				
3.1. Strengthen the volunteer programme aimed at teachers, researchers, non-teaching staff, students					
Activities carried out in 2012					
<p>In 2012 the Student Volunteering Project increased and diversified the number of training activities offered to its volunteers. The Volunteering Commission is expected to approve a proposal for a Volunteering programme targeted at teachers, in operation for some time now. Some faculties have also encouraged their teacher, researchers, non-teaching staff and students to be involved in local volunteering activities, supporting the reception and enrolment of 1<sup>st</sup> year students, cooperating in the activities of the Junior University or helping in the organisation of colloquia, congresses or in the Mostra Exhibition of the U.Porto. Some faculties also allow the use of their facilities by charity organisations to disseminate and promote fund raising activities. Not also that some faculties have successfully conducted activities to help the integration of students with social and economic needs in internal research projects and also in the "life" experiences of the institutions themselves. Finally, the Excellence Prize for Active Citizenship was set up, thus implementing a recommendation of the CCMEUP.</p>					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of students, teachers, researchers and non-teaching staff who participated in volunteer projects and provided services to the community	2.80%	n/a 800	3.8% 1,341/35,469	3% 1,000	5%
No. of group volunteering projects and provision of services to the community	n/a	14	13	14	20

TABLE 23- ACTIVITIES CARRIED OUT IN 2012: SOCIAL AND ECONOMIC DEVELOPMENT - OBJECTIVE DP3

Strategic Goal 2011-2015	DP4 - Promote scientific, cultural and artistic dissemination of activities	
Activities planned for 2012		Level of implementation
4.1. Disseminate the scientific, cultural, museological and artistic activities developed, in close cooperation with other external entities		Implemented
Organise/Support cultural activities, making the internal and external public aware of the various artistic expressions		Implemented
Improve the conditions for the public to enjoy the scientific and natural heritage of some museological collections of the U.Porto, with the consequent enrichment of the U.Porto Network of Museums		Partially implemented
Activities carried out in 2012		
<p>In 2012, many cultural activities were organised (produced in-house or in cooperation with internal or external entities) and commitments were widely implemented. Indeed, 2012 was not only productive in terms of the quantity, quality and diversity of events offered, but also a good year for affirming the potential of the Historical Building of the Rectorate, enhancing the external visibility of the U.Porto and decisive for its international recognition. Moreover, the potential of this building were well proved, since in 2012 joint funds were received for the operation "Celebration of the 100<sup>th</sup> anniversary of the University of Porto in its historical building", Support Line I of the PIT. The Rectorate organised about 50 events of varying duration, involving more than two dozen internal and external entities, which showed a strong potential for attracting audiences: more than 45,000 visitors/participants in exhibitions, tributes, concerts, film cycles, guided tours, fairs, workshops and other cultural, scientific and artistic events. The faculties themselves also organised various similar events, increasing the number of people visiting the University. The support of volunteer faculty students did a great deal to contribute to this. As regards the Museum Programme of the U.Porto, we ensured the technical and functional quality of the Collections Management System and encouraged the Museums of the U.Porto to invest in the production of more information on their libraries and collections, particularly within the Collections Management System of the U.Porto - Index Rerum. Moreover, we continued to integrate the Museums of the U.Porto in the RPM - Portuguese Network of Museums, already begun in 2011. In any case, the University Museums, in particular those in the historical building, continued to show their huge potential as privileged spaces for the preservation of memories and in particular to house, explore and develop knowledge.</p>		

TABLE 24 - ACTIVITIES CARRIED OUT IN 2012: SOCIAL AND ECONOMIC DEVELOPMENT - OBJECTIVE DP4 (CONT.)

Strategic Goal 2011-2015		DP4 - Promote scientific, cultural and artistic dissemination (Cont.)			
4.1. Disseminate the scientific, cultural, museological and artistic activities developed, in close cooperation with other external entities					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of participants in scientific, cultural and artistic activities organised by the U.Porto as part of the Summer University	157	145	363	200	n/a*
No. of participants in scientific, cultural and artistic activities part of the University Studies for Seniors	148	100	80	150	n/a*
No. of participants in other scientific, cultural and artistic activities (e.g., exhibitions, concerts, shows) organised by the U.Porto	59,073	62,500	51,409	50,000	100,000
No. of visitors of U.Porto museums	30,451	27,600	9,959	17,500	n/a*
No. of participants in the Annual Science, Education and Innovation Exhibition of the U.Porto	14,526	16,000	14,610	16,800	18,500
No. of participants in the Junior University	5,153	5,250	5,337	5,380	5,650
Activities planned for 2012					Level of implementation
4.2. Support conferences, lectures and debates with international projection on relevant themes, in coordination with other regional players, covered by the MICE concept (Meetings, Incentives, Conventions and Exhibitions)					Implemented
Activities carried out in 2012					
The Cultural Plan organised by the Rectorate involved more than 30 conferences, seminars, lectures, colloquia and round table conferences, involving various entities within and outside the U.Porto. The aim was to strengthen the Exhibitions programme and Tributes schedules, and to strengthen the cultural offer by addressing national and international news. The academic community and the public in general responded well to this initiative, with more than 2,500 participants. The faculties also organised, at local level, similar events, clearly contributing to a better mediation between the institution, the academic community and civil society.					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of conferences, lectures and debates on relevant themes organised by the U.Porto	23	900	457	130	n/a*
No. of participants in conferences, lectures and debates on relevant themes organised by the U.Porto	14,626	12,300	20,247	8,100	n/a*
Activities planned for 2012					Level of implementation
4.3. Publicise and promote the practice of leisure and sports, in close cooperation with other external entities					Implemented
Adapt sports offers to the new equipment available					Implemented
Improve conditions that contribute to the widespread of sports and regular physical activity of the academic community (sports pavilion in Asprela)					Implemented
Promote the activities of the Sports Support Centre of U.Porto					Implemented
Activities carried out in 2012					
2012 was particularly important for sports at the U.Porto as we realised two old ambitions: the inauguration of the new sports facility in the Asprela Campus (Luís Falcão Pavilion, co-funded by ON.2 and currently with an occupancy rate of more than 70%) and taking possession of the sports facilities of Boa Hora and the University Stadium. Consequently, the foundations were laid for the new Independent Autonomous Body (CDUP-U.Porto) which, in 2013, will be responsible for managing the sports activities at the U.Porto. Moreover, we also confirmed the quality and efficacy of the sports model implemented, quite clear in the way the academic community joined the Sports Programme of the U.Porto (about 3,000 students involved) and also the fact that the U.Porto ranks high in the National University Sports Ranking (1 <sup>st</sup> position in the national ranking and various prizes won by teams and students/athletes, including the award as the Best National University Sports Institution by FADU – Academic Federation of University Sports). The excellence of the Sports Service, the commemoration of the University's victories and the tribute to all the students who represented the U.Porto and ranked high in national and international sports competitions were once again celebrated in the 4 <sup>th</sup> Sports Gala in 2012, attended by more than one hundred guests. As regards the sports offer in 2012, it should once again be noted that it covered about 50 sports activities, split into different types of sports, fitness programmes and other specific activities. About 3,000 students enrolled in the various programmes in 2012. Moreover, the University once again offered the Sports Holiday Camps, open to the academic community and relatives, which were attended by many. Internationally, 2012 was also remarkable because the U.Porto Rugby Sevens team came in 3 <sup>rd</sup> in the European University Championships, and the U.Porto ranked 10 <sup>th</sup> in the EUSA - European University Sports Association European Ranking. Note also the effort of the U.Porto, in coordination with the FAP – Academic Federation of Porto and the IPP – Polytechnic Institute of Porto to organize in 2013, in Porto, the 9 <sup>th</sup> European University Championship of Beach Volleyball.					

TABLE 24 – ACTIVITIES CARRIED OUT IN 2012: SOCIAL AND ECONOMIC DEVELOPMENT – OBJECTIVE DP4 (CONT.)

Strategic Goal 2011-2015		DP4 - Promote scientific, cultural and artistic dissemination (Cont.)			
4.3. Publicise and promote the practice of leisure and sports, in close cooperation with other external entities					
Indicators	Done 2011	Target 2012	Done 2012	Target 2013	Target 2015
No. of participants in systematic sports activities	1,931	2,600	1,776	2,200	n/a*
No. of participants in sports activities of representation	316	350	414	400	400
Activities planned for 2012					Level of implementation
4.4. Energise the support, promotion and dissemination of the university extension activities					
Activities carried out in 2012					
As regards the support given to the organisation and dissemination of GEU activities (University Extension Groups) for 2012 was particularly productive. The Rectorate supported about a dozen activities of various U.Porto groups, of different lengths, including concerts, serenades, soirées, choirs, plays, contests and international festivals. The academic community and the general public responded well to these activities (about 4,500 participants), undoubtedly reflecting the quality and impact of the work carried out, as well as the importance of the GEUs in promoting and disseminating the name of the U.Porto. This activity was also complemented with the local faculty structures.					
Activities planned for 2012					Level of implementation
4.5. Ensure the development and availability of the virtual archive and thematic repository of the U.Porto, and its interconnection with other national and international platforms (e.g., Europeana)					
Continue to review the structure of the U.Porto repository, in particular as regards its thematic scope and development into an organisational repository					Implemented
Expand the repository to integrate other collections					Implemented
Activities carried out in 2012					
The U.Porto finally joined the national network of archives, making the contents of the repository available in the network and in Europeana. In 2012, the Portuguese Archive Portal provided open access to information registered in the Digital Archive of U.Porto (more than 13,000 records with images). Note that this is the only institution represented in the portal offering the full version of all these documents. Note, also, that the Thematic Repository has been significantly enriched with more and varied documents belonging to the Physical Archive of the Rectorate, scanned between 2011 and 2012, among which the first books of minutes of the U.Porto governing bodies, periodical publications and press clippings of the Porto University Choir, yearbooks of former students and salaries paid to the U.Porto staff during the first decades of the University. In addition to adding new contents to the Digital Archive of the U.Porto, we also created and updated contextual, descriptive and Technical metadata and developed and uploaded the indexation terms/ keywords for the retrieval of documents by topic – for more information, see also paragraph 8.2 in section Research.					
Activities planned for 2012					Level of implementation
4.6. Conduct activities and events that promote easier research and better visibility of contents of the U.Porto's archive and thematic repository					
Ensure the management of information of the U.Porto web domain, helping to place the University among the top positions of <i>Webometrics</i>					Implemented
Ensure various initiatives that promote the increase of contents in the archive and thematic repository of the U.Porto					Implemented
Activities carried out in 2012					
2012 was particularly productive as regards the amount and diversity of contributions towards the university's internal and external visibility and international recognition. In this context, we highlight the efforts made and project outcomes that brought the entire academic community together: i) initiatives to provide aggregated information resources in the U.Porto Repository (including the reproduction of theses and dissertations); ii) the identification and subsequent production and publication in the U.Porto Information System of contents of interest to the preservation of the institution's memory; and iii) the participation in international events in order to increase the external visibility and recognition of the University of Porto. The results achieved in the last 2012 edition of <i>Webometrics</i> undoubtedly reflect the impact of the work carried out: the U.Porto ranked 12 <sup>th</sup> in Europe and 79 <sup>th</sup> in the world.					

\* Indicator not included in the BSC.

TABLE 24 - ACTIVITIES CARRIED OUT IN 2012: SOCIAL AND ECONOMIC DEVELOPMENT - OBJECTIVE DP4

## SUPPORTING ACTIVITIES

In addition to the activities described above relating to the strategic themes, there are other areas of activity, cross-cutting to all the ones mentioned before, which are essential in their implementation.

The following tables summarize the supporting activities carried out in 2012 in the fields of Internationalization, Governance, Financial Resources, Human Resources, Infrastructures and Equipment, Information and Computer Systems, Quality Management System, Environmental Sustainability, Welfare Policies and Communication.

### INTERNATIONALIZATION

Activities Internationalization	
Support	AS1 – Increase financial resources for mobility to promote mobility programmes
	Prepare applications and negotiate the increase of financial resources for mobility with the national agency
	Prepare applications for European funding programmes to support mobility
	Promote the creation of a programme to support the mobility of staff, in close coordination with the strategic goals for the training area, with a view to establishing joint and/or combined programmes
	By actively persuading governmental agencies and other funding entities to create new international mobility programmes mainly to strategic regions where these programmes are insufficient
<p>Given the relevance of internationalization for the University, we continued the policy of promoting and funding mobility programmes, by preparing various applications to the national Agency PROALV. As a result of these applications, we obtained a global funding of 1.44 million Euros in 2012.</p> <p>The University continued to focus particularly on establishing and promoting pedagogical and scientific cooperation agreements with prestigious foreign Institutions (especially in countries where the funding was already guaranteed). In 2012, we participated in 45 new consortia of universities, under applications to European higher education cooperation programmes (of the 14 projects selected, 3 are coordinated by the U.Porto). The overall funding of these consortia reached about 35 million Euros (6.5 million Euros managed by the University).</p> <p>Note also that the U.Porto continued to manage the “Programme to support the activities involving the mobility of teaching and non-teaching staff”, promoting applications and implementing, where possible, double or multiple degree post-graduate courses and/or networks and research projects.</p> <p>Efforts have also been made with the Agency EACEA and Santander Universidades towards creating mobility opportunities for Latin America (a proposal to create an inter-regional mobility programme and to create Institutes of European Studies in Latin American countries) and for Portuguese-speaking countries, respectively. The implementation of these initiatives is pending.</p> <p>At local level, and as usual, we conducted briefing sessions on mobility and stimulated the mobility of students (studies and internships). We also disclosed the funded mobility programmes for teaching and non-teaching staff through the SIGARRA system, in the various U.Porto newsletters, as well as in the briefing sessions already mentioned. Note also the support and encouragement given to the international participation of senior staff in the various service areas.</p>	

TABLE 25 - ACTIVITIES CARRIED OUT IN 2012 IN THE CROSS-CUTTING AREA OF INTERNATIONALIZATION (CONT.)

Activities Internationalization (Cont.)	
Support	AS2 – Streamline administrative processes associated to mobility
Identify all applicable administrative processes	
Implement the administrative simplification programme	
Strengthen, at central level, the support given to the administrative process	
<p>In order to streamline and simplify the administrative processes associated to mobility, we improved the cooperation module of the SIGARRA system (sub-module for mobility <i>in</i>), resulting in improved efficiency in the monitoring of mobilities and results obtained.</p> <p>We also developed/started the following initiatives: i) a study on the simplification of procedures through digital signature and on the submission of data on mobility procedures between the information systems of partner universities; ii) Registration of mobility students by electronically reading the data of the citizen's card; iii) study on the possibility of importing data on mobilities <i>in/out</i> by migrating the information already in the databases of each Erasmus Mundus project to the SIGARRA system. Note also the growing concern with the coordination of the different international relations services of the Organic Units and the central services of the Rectorate.</p>	
Support	AS3 – Improve the understanding of mechanisms and indicators associated to rankings
Ensure the continuous contact with the entities responsible for higher education rankings	
<p>In 2012 the U.Porto maintained regular contacts with the agencies that produce the main international rankings (<i>Times/Thomson, QS, Shangai Jiao Tong University, SIR, U.Multiranking</i>), and to send various information characterizing the U.Porto. Given its growing international visibility, note also the participation of the U.Porto in the project/group of institutions that prepare the SIR - Scimago Institutions Ranking.</p> <p>Note also the concern of the Organic Units in disclosing these rankings and the criteria they use to promote the external visibility of the work carried out.</p>	

TABLE 25- ACTIVITIES CARRIED OUT IN 2012 IN THE CROSS-CUTTING AREA OF INTERNATIONALIZATION

## GOVERNANCE

Activities Governance	
Support	AS1 – Redefine the Organizational Model
<p>As provided in the statute, we submitted to the General Board the proposal of the Rector on the organizational model of the U.Porto. The General Board promoted the discussion of the proposal within the academic community of the U.Porto, and as a result approved a document with the principles and how to comply with the Organizational Regulations of the university. Later, in December 2012, the General Board approved the wording of this Regulation, which will enter into effect when the first Rector elected after this approval takes up office.</p>	
Support	AS2 – Operationalize the CRSCUP
<p>In 2012, the new director of CRSCUP took up office, following an external recruitment process. In 2013, there was another open debriefing session on the degree of implementation of the Centre. This Centre is expected to start in March 2013.</p>	
Support	AS3 – Develop planning, control and accountability practices
Publicize the Strategic Plan within and outside the U.Porto	
Promote the coordination of the Organic Unit Plans with the U.Porto Plan	
Develop management control practices at the U.Porto	
Define a set of management indicators	
Operationalize the IT platform intended for reporting indicators / management control	
<p>As provided for in the University Statutes, we initiated the review/updating of the Strategic Plan and Major Guidelines for 2011-2015, taking into account the current situation, in coordination with the U.Porto management bodies. We monitored, on a half-yearly basis the implementation of the Activities Plan and its interim metrics (where applicable). We obtained co-funding from AMA to operationalize the IT platform intended for the reporting of indicators / management control, therefore the works associated with this platform will start shortly.</p>	
Support	AS4 – Develop auditing and internal control practices
Carry out auditing activities, especially on the efficacy of the internal control system, producing suitable recommendations	
Carry out activities to monitor the implementation of recommendations or rules resulting from the activities	
Support and monitor the judicial or protective activities of supervisory entities (e.g., Court of Auditors, General Inspectorate for Finance)	
<p>We supported and monitored the judicial or protective activities of the supervisory entities, in particular of the Court of Auditors and of the General Inspectorate for Finance, coordinated by the Rectorate. Note that in 2012 we were unable to implement the auditing activities initially planned because the Auditing and Internal Control service continued to monitor and support the ERP Primavera, to render accounts (individual and consolidated) and to prepare the 2013 budget.</p>	

TABLE 26 – ACTIVITIES CARRIED OUT IN 2012 IN THE CROSS-CUTTING AREA OF GOVERNANCE (CONT.)



Activities Governance (Cont.)	
Support	AS5 – Develop risk analysis practices
Promote the study of the concept and its specificities within a University	
Define the areas to be addressed by risk analysis	
Promote activities to raise the awareness of risk analysis	
In 2012, we began the study aimed to lay the foundations for the creation of an organic structure of risk management at the U.Porto, and to set the guidelines on risk prevention, identifying the risk criteria to be adopted and defining the functions and responsibilities of stakeholders in the management and coordination of the activities of the U.Porto and its faculties.	

TABLE 26 – ACTIVITIES CARRIED OUT IN 2012 IN THE CROSS-CUTTING AREA OF GOVERNANCE

## FINANCIAL RESOURCES

Activities Financial Resources	
Support	AS1 – Develop and coordinate alternative funding mechanisms
Professionalize the role of fundraising	
Identify solutions for alternative funding	
Coordinate activities for finding additional non-competitive funding	
Define the procedures for sharing supplemental funding	
The U.Porto, individually or in association with other Portuguese public universities, has realized that the budget for the transfer of resources from the State Budget to the University system is insufficient, as well as for the additional unexpected commitments. Despite the obvious reductions in public funding, the U.Porto undertakes not to undermine the quality of its education and research, fostering practices associated to attracting extra funding. For e.g., the recent creation of the Projects and Fundraising Unit, at the Rectorate, which is also responsible for raising alternative funds. This alternative funding depends on the definition of the raising and management of funds, to cover expected donations, their fiscal framework, and how the resources raised will be allocated to the various structures of the University, a work which is underway. In 2013, when the shared services of the University of Porto enter into operation, we expect to Release the funds needed to operationalize this unit, in a more clear way, as non-competitive supplemental funding. We also continued to cut down on hiring human resources, resulting obviously in major savings. Some faculties carried out some studies to rationalize the training offer, so in 2013 we expect an additional reduction in costs. To diversify revenue, the faculties also continued to support the activity of units engaged in the provision of consultancy and training services to companies and other interested entities.	

TABLE 27- ACTIVITIES CARRIED OUT IN 2012 IN THE CROSS-CUTTING AREA OF HUMAN RESOURCES

## HUMAN RESOURCES

Activities Human Resources	
Support	AS1 – Ensure the selection, mobility and management of careers for non-teaching staff
To improve the career selection and management process, in 2012 we began to prepare the U.Porto Handbook on recruitment and amended the Regulation on the signing of contracts with non-teaching and non-research staff of the U.Porto, under the labour Code.	
Note also that we began to draft the regulation applicable to the Ombudsman for teaching staff and researchers and for non-teaching staff and non-researchers.	
At local level, note that most Organic Units approved the teachers' performance assessment model.	
Support	AS2 – Ensure the management of training and the development of skills for non-teaching staff
We initiated the study on the characterization and definition of the responsibilities of non-teaching staff in order to prepare the recruitment plan and career management for a time period of 5 years.	
As part of the training plan of the U.Porto, in 2012 there were 62 training activities for non-teaching staff and non-researchers, attended by 927 trainees.	

TABLE 28- ACTIVITIES CARRIED OUT IN 2012 IN THE CROSS-CUTTING AREA OF HUMAN RESOURCES

## COMPUTER SYSTEMS AND INFORMATION

Activities Computer Systems and Information	
Support	AS1 – Ensure the management of IT infrastructures and information
Ensure the management of network and telecommunication infrastructures	
Ensure the management of authentication and authorisation infrastructures (identity management)	
Ensure the management of IT systems and applications	
Ensure the management of IT parks	
Ensure IT security and carry out activities promoting it within the academic community	
Ensure consultancy services and IT support	
<p>In 2012 we continued to provide with high levels of availability and performance the technological infrastructures to support the various activities of the University, as mentioned previously in this document. We must highlight, in particular, the continuation of the distributed printing service of U.Porto, which now involves the Rectorate, FPCEUP, FBAUP, FMDUP and FCUP. As part of the works to conclude a single contract for printing services, we characterised the current situation in the U.Porto and to typify the scope of works in the specifications for the public tender to take place in 2013 (under CRSCUP).</p> <p>As regards new services, we operationalized a <i>Hardware Security Module</i> (HSM) to support the development of authentication services, encryption and digital signature, and prepared a proposal for a Regulation on Electronic Administration in the U.Porto. Under the U.Porto Card Project, the following were some of the activities developed over the year: a new process of card issuance for enrolment in 2012/2013; the increase of users to the Porto Business School, with work being done for the issuance of cards to other U.Porto bodies (e.g., Porto university Choir, Nefup, TUP); interaction with Porto Intermodal Transport in order to deepen the possibility of creating synergies between the U.Porto Card/Andante.</p> <p>Note also that the U.Porto application to host the European conference of ECCA - <i>European Campus Card Association</i><sup>17</sup> in May 2013 in FCUP was approved.</p> <p>We continued to provide local support services to the Organic Units at various levels, including direct technical support to IT teams, support to the availability of new modules, online exams, Moodle presentation classes, among others. We also organised 4 <i>TIC Tech Talks</i> intended for the technical contacts of Organic Units, to present and discuss various IT solutions, and provided technical training to the OU technical staff on VoIP, IPv6 and the monitoring of networks and generation of statistics. At local level, we also worked on the maintenance and upgrading of the IT facilities and the network infrastructure, in particular the various implementations/configurations taking place in the ICBAS/FFUP facilities.</p>	
Support	AS2 - Ensure the management of information and documents
Ensure the management of repositories and archives	
Ensure the management of information and the database of the U.Porto	
Ensure the management of the information system	
Provide consultancy and support services for the proper use of applications and technology services	
<p>A strong growth was felt in the organizational repository, in terms of both the Open Repository and the Thematic Repository. Targets were largely exceeded in terms of number of documents made available. We concluded the scanning project and availability of theses and dissertations begun in 2008, which covers all of the U.Porto (libraries and document centres of the 14 Organic Units, the Library of the Porto Business School and the Library of the Institute of Molecular and Cellular Biology (IBMC)). The results of this project were that the contents published were significantly enriched, available in full texts and of open access in the Repository of the U.Porto – more than 4,000 publications -, the vast dissemination of the Open Access Policy of the U.Porto and in raising the awareness of the teaching and research community to the benefits of open access publications.</p> <p>As regards the scanning activities, note also that we continued with the transfer of information series preserved by the Physical Archive of the Rectorate and, in particular, of the archives of the Polytechnic Academy of Porto. We signed a protocol to join the Portuguese Network of Archives and the Digital Archive of the U.Porto was present in international portals such as EUROPEANA (the European Digital Library) and APEX (Archives Portal Europe).</p> <p>With regard to the information system, the new management model of SIGARRA is now fully operational, with improved effectiveness and efficiency. The transition from the former SIGARRA to SIGARRAng was completed in October 2012, and the system is now ready to support cross-cutting processes in the U.Porto, with all the faculties sharing the same support architecture.</p> <p>The testing period of the new academic management application involved all the Organic Units and involved the production of text scripts and periodical e-meetings with all academic services to clarify any doubts.</p> <p>Among other activities, contents were made available on the ICT portal<sup>18</sup>, the contents of all modules associated to the Pedagogical Process and Academic Management were updated (<i>backoffice</i>), and the introduction of new slides (schema with functionalities) and support manuals.</p>	

TABLE 29 – ACTIVITIES CARRIED OUT IN 2012 IN THE CROSS-CUTTING AREA OF COMPUTER SYSTEMS AND INFORMATION

<sup>17</sup> <http://www.ecca.eu/home.html>

<sup>18</sup> <http://tic.up.pt>

## INFRASTRUCTURES AND EQUIPMENT

Activities Infrastructures and Equipment	
Support	AS2 - Ensure the management of buildings and infrastructures of the U.Porto
Support the implementation of projects for the construction, conservation and renovation of buildings	
Ensure the monitoring of construction works, conservation or renovation	
Operationalize preventive and curative maintenance plans regarding common use infrastructures, in addition to buildings and collective use spaces	
<p>In 2012 we concluded the construction works in the sports facilities of Campus 2 and the FEUP-INESC Renewable Energies building.</p> <p>At the same time, the U.Porto continued to monitor the construction/conservation works of its buildings, completing works in ICBAS/FFUP and FMUP, the construction of LABIOMEPE – Biomechanics Laboratory of the U.Porto in FADEUP, and the monitoring of outdoor works in Asprela. We also continued to renovate the Historical building of the U.Porto, including rooms to be used as museums.</p> <p>After awarding the contract for the construction of I3S –Institute for Research and Innovation in Health, construction works began in late 2012.</p> <p>Note also that we surveyed the contracts and maintenance teams within the Organic Units in order to prepare a Preventive Maintenance Plan for the University of Porto.</p> <p>Finally, we continued with the maintenance/renovation works of buildings and infrastructure networks in the Organic Units (e.g., the conclusion of the roof of the FEP building, works to improve risk prevention in FLUP).</p>	

TABLE 30 - ACTIVITIES CARRIED OUT IN 2012 IN THE CROSS-CUTTING AREA OF INFRASTRUCTURES AND EQUIPMENT

## ENVIRONMENTAL SUSTAINABILITY

Activities Environmental Sustainability	
Support	AS2 - Ensure the energy and environmental management of the U.Porto
Operationalize awareness-raising activities and activities to improve the energy and environmental performance and the sorting and treatment of waste	
<p>To rationalise the consumption and expenditure on electricity, in 2012 the U.Porto signed a power supply contract for the entire University under the framework agreement for the supply of electricity in the free market regime for Mainland Portugal.</p> <p>Some important measures relating to Environmental sustainability were carried out in the Rectorate and in various Organic Units, notably the gradual replacement of equipment (lighting, computers, etc.) by other more efficient ones, the sorting of non-hazardous solid waste, of laboratory waste, the sorting and treatment of hospital waste, the recycling of consumables, among others. Note also that in some Organic Units activities were disclosed on the collection and management procedures of this waste, in particular the importance of selective collection and proper labelling of waste, as well as awareness campaigns, encouraging more sensible environmental behaviour, in the areas of energy consumption and hygiene.</p> <p>Lastly, we developed the project 'Qualifica Asprela' which aims to requalify the Asprela campus facilities. This project is currently in the final phase of approval by the Porto City Council.</p>	
Support	AS2 - Ensure the management of safety at work
<p>One of the concerns of the U.Porto is to ensure the sustainable management of safety at work, establishing various measures intended to promote and ensure that safety and occupational health conditions of workers are improved, seeking to intervene in different areas: i) Fire safety (e.g., fire drills in the Historical Building, monitoring the maintenance of emergency means of intervention and preparing self-protection measures in the "Cor-de-Rosa" and "Parcauto" buildings); ii) Hygiene, for example, risk assessment of workers and preparing a report on the ergonomic needs; iii) Occupational Health, in particular the participation in the "Interactive Framework for Health and Well-being at Work" and the organisation and participation in occupational exercises, in some work offices, in commemoration of the National Day for the Prevention of Accidents at Work; and iv) Safety in construction sites, and supporting the safety coordination of some construction works and the safety management and control in civil construction works done in the historical building and in services provided by external entities.</p> <p>Note also the support given by the central services to the Organic Units on issues related to Health and Safety at Work.</p>	

TABLE 31 - ACTIVITIES CARRIED OUT IN 2012 IN THE CROSS-CUTTING AREA OF ENVIRONMENTAL SUSTAINABILITY

## QUALITY MANAGEMENT SYSTEM

### Activities Quality Management System

In 2012, we developed the IT support for the regular evaluation reports and reports produced by A3ES - Assessment and Accreditation Agency for Higher Education, for study cycles (1<sup>st</sup> cycle, 2<sup>nd</sup> cycle and Integrated Masters).

We also prepared a study on the "Pathway of Students Admitted to the University of Porto in 2008/2009, under the general admission scheme ", which characterises the students admitted and analyses their situation after one and three years of admission<sup>19</sup>.

The Quality Management System Manual of the U.Porto was also revised and updated.

**TABLE 32- ACTIVITIES CARRIED OUT IN 2012 IN THE CROSS-CUTTING AREA OF THE QUALITY MANAGEMENT SYSTEM**

## WELFARE POLICIES AND SOCIAL SUPPORT

### Activities Welfare Policies and Social Support

Support	AS2 – Improve the quality and timeliness of grants, benefits and social support services provided
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Strengthen social support measures, especially direct support, by increasing the transfer of financial resources to students, in the form of study grants, loans and emergency aid.

Strengthen the support for student mobility by increasing the number of places in university residences and implementing accommodation facilities along with other public and private higher education institutions.

In terms of Social Services of the University of Porto - SASUP, and under the framework of social support measures, in particular direct support, in 2012 the Social Support Fund (a financial fund to support additional grants and emergency aid, created by UP Regulation) was increased by 5% compared to the previous year.

At the same time, and within the support given to student mobility, in 2012 there were 120 places available in university residences for the accommodation of foreign students. Note that this figure is identical to that of 2011, because these places were not used in full. We also defined the requirements for the implementation on the accommodation centre in association with other entities.

Support	AS2 – Increase the self-funding capacity of the social services, creating innovative services with greater value added
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Increase the compatible provision of services that respect environmental sustainability and energy efficiency

Regarding the development of innovative and value-added services, we prepared an action plan to implement measure for Energy regeneration in 5 buildings of the SASUP, in order to strengthen energy efficiency. We also analysed the operating costs in the SASUP buildings, and received proposals for their reduction and for the improvement of systems.

We also prepared a "Manual of Behavioural Actions" and implemented awareness campaigns on good practices in the use of resources. We also implemented measures to reduce the costs expected for 2012 (e.g., reducing energy and water consumption in the SASUP head-office).

Support	AS3 – Optimise the use of existing resources in social action services, and promote a culture of quality and continuous improvement inspired by good management practices
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Consolidate a policy of quality culture based on regular self-evaluations and external evaluations

Optimise and rationalise material and financial physical resources

Automate processes

To consolidate a policy of quality culture based on regular self-evaluations and external evaluations, we conducted internal satisfaction surveys to SASUP employees (Self-evaluation) and satisfaction surveys to service users.

As regards the optimisation and rationalisation of material and financial physical resources, we continued to foster partnerships with other counterpart public higher education institutions in order to share human and material resources. Regarding the autonomy of processes, we developed the IT platform to support the management of accommodation and catering (to be completed in 2013).

Support	AS4 – Promote the activity of the social action services, contributing to increase the capacity of the University to attract students and encourage the mobility of foreign students
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Throughout 2012, we reviewed and translated into English the information relating to SASUP in order to disseminate its activities.

At local level, there were various initiatives to promote the activities and support provided by social action services.

**TABLE 33- ACTIVITIES CARRIED OUT IN 2012 IN THE CROSS-CUTTING AREA OF WELFARE POLICIES AND SOCIAL SUPPORT**

<sup>19</sup> Document available in:

[http://sigarra.up.pt/up/pt/conteudos\\_service.conteudos cont?pct\\_id=11752&pv\\_cod=32iLDJjWrFH](http://sigarra.up.pt/up/pt/conteudos_service.conteudos cont?pct_id=11752&pv_cod=32iLDJjWrFH)

These activities, leading to the improvement of welfare policies and social support, are best shown in the Indicators below:

Direct support provided by the Social Action Services of the U.Porto	Done 2009	Done 2010	Done 2011	Done
<b>Study grants and emergency aid</b>				
No. of candidates to study grants	6,640	7,283	7,453	7,095
No. of grant holders	4,862	5,190	5,110	4,363
Average amount of grant	178.73 €	212.00 €	194.13 €	192.00 €
Emergency aid	n/a	n/a	n/a	57,193.75€ *
<b>Food services</b>				
<b>No. of catering units</b>				
Canteens	9	9	11	11
Snack-Bar	4	4	8	7
Others	5	5	2	2
Seats available	2,145	2,205	2,437	2,593
No. of meals served	902,813	921,735	783,876	783,744
Average cost per meal (Total expenses/No. of meals served)	4.74 €	4.75 €	3.56 €	n/a**
<b>Accommodation</b>				
No. of residence halls	9	10	10	10
No. of beds	1,214	1,224	1,183	1,159
Occupancy rate	87.27%	91.42%	90.00%	89.18%
Average cost per bed (Total expenses/No. of beds)	1.715 €	1.755 €	1.777 €	n/a**
<b>Sports</b>				
No. of sports provided	32	30	30	24
No. of participants in systematic sports activities	2,432	2,228	1,931	1,776
No. of participants in activities representing the U.Porto	529	297	316	414
<b>Medical and psychological support</b>				
No. of consultations	521***	513***	2,355***	3,025***
Average cost of consultation	95.08 €	81.88 €	67.00 €	n/a**

\* 67 grants were awarded under the "Regulation on the assignment of extraordinary grants and emergency aid of the U.Porto", approved by the Permanent Section of the Senate on 11 March 2009.

\*\* Depends on the closing of accounts.

\*\*\* Amounts refer to consultations (medical and psychology services) provided by SASUP.

## COMMUNICATION

Activities Communication	
Support	AS2 – Align the image and reputation of the institution and its organic units with the new University Vision, at a national and international scale
<p>Continuing with our activity in previous years, the alignment of the image and reputation of the University and its Organic Units with its new Vision has been one of the major priorities of the U.Porto. The first line of intervention has always been the dissemination of initiatives, achievements and results that strengthen the reputation of the University, in both the daily contact with the national media and international agencies who ask for information or to whom we disclose information about the University, for e.g., in aligning the publications of the University (<i>Alumni</i> and <i>Newsletter</i>) with the strategy and vision of the University.</p> <p>In this context, we introduced significant changes in the <i>newsletter</i> of the University, and we are preparing changes in the U.Porto portal. We also renewed the line of international promotional products used to support the participation of the U.Porto in two of the most important University fairs/shows abroad - NAFSA and EAIE. The U.Porto also participated in one of the most prestigious international relation in Latin America - FAUBAI – and in the Americas Conference on International Education.</p> <p>Press consultancy services focused more on issues key to the strategy of the U.Porto in the areas of innovation and knowledge value, with a greater coordination of efforts in the support provided to the UPTEC activities.</p> <p>This effort also materialised in the constant contact with the agencies promoting the international university rankings, which greatly influence the prestige and reputation of a university. These regular contacts include the interaction and cooperation with the following agencies: <i>Times/Thomson</i>, <i>QS</i>, <i>Shanghai Jiao Tong University</i>, <i>SIR</i> and <i>U.Multiranking</i>, to whom the U.Porto provided information essential for the preparation of rankings, reinforcing the prestige of the University due to the higher positions achieved. Some Organic Units used dissemination initiatives as springboards to enhance or develop the institutional image, aiming to reach a common alignment.</p>	

TABLE 34 – ACTIVITIES CARRIED OUT IN 2012 IN THE CROSS-CUTTING AREA OF COMMUNICATION

## FINAL CONSIDERATIONS

This report has highlighted the activities carried out by the U.Porto operating units, taking into consideration the objectives set out and the levels of implementation.

We have shown that the implementation of planned activities and established objectives have helped, in most policy areas of the University, towards its growth, despite the economic and financial constraints resulting from the context in which the U.Porto has operated.

Through great effort and budgetary savings, the U.Porto was able to carry out most of the activities initially planned.

Some activities, however, were not implemented as resources were scarce. Some of these activities were considered for the 2013 Activity Plan.

Nonetheless, generally speaking, we can say that the level of implementation of planned activities and targets set for 2012 is quite positive. We will progress, even if at a slower tempo, so that in 2013 the activities undertaken by the University can be implemented, in order to actively help towards the social and economic growth of the country.

## ANNEX 1 – SUMMARY OF THE STRATEGIC PLAN AND LINES OF ACTION 2011-2015

Summary of Strategic Theme Research: Action Plan	
Strategic Goal 2011-2015	IS1 - Encourage development and ensure excellent conditions for research and innovation
Lines of Action 2011-2015	1.1. Promote an R&D culture among society, providing a momentum for the creation of knowledge and qualified jobs
	1.2. Provide high capacity and performance communication, computer and data storage infrastructures
Strategic Goal 2011-2015	IP2 - Define strategic areas
Lines of Action 2011-2015	2.1. Promote a consolidated policy for the R&D+i activities carried out by the R&D+i groups and units integrated in Associate Laboratories
Strategic Goal 2011-2015	IP3 - Promote the articulation among U.Porto R&D+i groups
Lines of Action 2011-2015	3.1. Integrate the R&D+i institutes to which the U.Porto is associated
	3.2. Promote multidisciplinary research between R&D+i units
	3.3. Promote a policy of shared use of scientific equipment
	3.4. Ensure the development and innovation of the R&D component (CRIS - Current Research Information Systems) of SIGARRA and its conformity with European standards (CERIF - Common European Research and Information Format) and interoperability with international platforms (e.g. ISI Web, Scopus)
Strategic Goal 2011-2015	IP4 - Foster access to research networks
Lines of Action 2011-2015	4.1. Promote institutional cooperation programmes
	4.2. Promote the integration in networks and associations, with special focus on emerging areas of particular strategic importance
	4.3. Encourage the development of R&D+i projects with entities outside the U.Porto
Strategic Goal 2011-2015	IP5 - Attract and retain the best researchers
Lines of Action 2011-2015	5.1. Promote cooperation agreements with prestigious universities and research centres
	5.2. Award the development of R&D+i activities of excellence
	5.3. Ensure the development and operation of a scientific data repository at the U.Porto and promote its international projection
Strategic Goal 2011-2015	IP6 - Encourage the integration between Research and Training
Lines of Action 2011-2015	6.1. Increase the participation of 1st and 2nd cycle and Integrated Masters students in R&D+i activities
Strategic Goal 2011-2015	IP7 - Improve the conditions of research funding
Lines of Action 2011-2015	7.1. Increase funding through competitive programmes (national and international)
Strategic Goal 2011-2015	IP8 - Increase the visibility of R&D+i developed at the U.Porto
Lines of Action 2011-2015	8.1. Promote a programme to support the disclosure of R&D+i activities
	8.2. Ensure the development and innovation of the Open Repository of the U.Porto, its link to SIGARRA and conformity with European standards (CERIF - Common European Research and Information Format), and its interconnection with European platforms (e.g., OpenAire)
	8.3. Ensure and develop videoconferencing, teleconferencing services and collaborative environments

TABLE A1 – LINES OF ACTION RESEARCH

Summary of Strategic Theme Training: Action Plan	
Strategic Goal 2011-2015	FS1 - Continuously improve the quality of teaching/learning
Lines of Action 2011-2015	1.1. Review, monitor and evaluate the degree-awarding courses
	1.2. Review, monitor and evaluate non-degree awarding courses
Strategic Goal 2011-2015	FS2 - Improve employability levels
Lines of Action 2011-2015	2.1. Review, monitor and evaluate degree-awarding study cycles, taking into account the suitability to the market
	2.2. Review, monitor and evaluate non-degree awarding courses, taking into account the suitability to the market
	2.3. Consolidate the monitoring of professional careers of U.Porto graduates, streamlining the Employment Observatory project
	2.4. Promote the project/internship course component in the 1st and 2nd Cycle and IM in external entities
	2.5. Enhance the dissemination of the quality of U.Porto graduates among employers and Former Students (SA)
	2.6. Provide a Job offers list on the SIGARRA system for the entire University
Strategic Goal 2011-2015	FP3 - Promote multidisciplinary and multiculturalism
Lines of Action 2011-2015	3.1. Increase the offer of multidisciplinary study cycles involving various Organic Units
	3.2 - Expand the offer of study cycles with double or multiple diplomas with prestigious universities
	3.3. Promote mobility <i>out</i> programmes for students
	3.4. Ensure the operation of an integrated information system (SIGARRA) for all the OUs
Strategic Goal 2011-2015	FP4 - Ensure appropriate scientific-educational contents
Lines of Action 2011-2015	4.1. Define and put into practice a teaching and scientific training programme for teachers
	4.2. Diversify the supply of optional Course Units
	4.3. Generalise the offer of CUs that promote the development of interpersonal and communication skills
	4.4. Reuse scientific and pedagogical contents already in place in other types of training

TABLE A2 – LINES OF ACTION TRAINING (CONT.)

Summary of Strategic Theme Training: Action Plan (Cont.)	
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Strategic Goal 2011-2015	FP5 - Attract and retain more students
Lines of Action 2011-2015	5.1. Attract and retain more 1 <sup>st</sup> cycle and IM students
	5.2. Attract and retain more 2 <sup>nd</sup> cycle and 3 <sup>rd</sup> cycle students and non-degree awarding training
	5.3. Attract more foreign students seeking degrees or short periods of stay under the framework of mobility <i>in</i> programmes
	5.4. Provide updated information in due time on the training offered at the U.Porto on the Internet
	5.5. Develop and operationalize the interoperability between SIGARRA and external applications, in particular with the Interoperability Platform of Public Administration and international information transfer platforms (ERASMUS)
	5.6. Develop and operationalize joint services of interest to the students' education (e.g., interconnection between remote laboratories in the U.Porto and in other higher education institutions)
Strategic Goal 2011-2015	FP6 - Attract and retain better students
Lines of Action 2011-2015	6.1. Monitor and evaluate cases of dropouts and school failure
	6.2. Improve the students' assessment process
Strategic Goal 2011-2015	FP7 - Attract, retain and train the best teachers
Lines of Action 2011-2015	7.1. Define criteria to better assign the work schedule of teachers in order to ensure a proper distribution of training vs. research
	7.2. Promote mobility <i>out</i> of the teachers of the U.Porto
	7.3. Attract teachers with a high potential
Strategic Goal 2011-2015	FP8 - Promote distance teaching/learning
Lines of Action 2011-2015	8.1. Ensure the operation and programming of <i>e-Learning</i> cafés, social areas, areas for learning and leisure mediated by the ICTs
	8.2. Ensure the creation and operationalization of an integrated teaching/learning environment at the U.Porto, the updating and innovation thereof, optimizing the use of new technologies, in particular open technologies
	8.3. Conduct training activities and events that promote the use of new technologies in teaching/learning
	8.4. Ensure the technical conditions to develop cooperation networks for the production of distance teaching/learning contents

TABLE A2 - LINES OF ACTION TRAINING

Summary of Strategic Theme Social and economic development: Action Plan	
Strategic Goal 2011-2015	DS1 - Adapt the activity of the U.Porto to public expectations
Lines of Action 2011-2015	1.1. Promote the joint implementation of projects with the economic and social sectors
	1.2. Promote the provision of services to the economic and social sectors
	1.3. Strengthen the participation in the definition and implementation of social and economic development policies
Strategic Goal 2011-2015	DP2 - Encourage research with potential social and economic value
Lines of Action 2011-2015	2.1. Encourage the protection and social and economic value of R&D+i results
	2.2. Support the creation of technology-based or socially differentiating business projects
	2.3. Conduct a survey on scientific and technological experts who may provide support, in particular to the internationalisation of companies
Strategic Goal 2011-2015	DP3 - Promote social entrepreneurship and volunteering
Lines of Action 2011-2015	33.1. Strengthen the volunteer programme aimed at teachers, researchers, non-teaching staff, students and the Students Association
Strategic Goal 2011-2015	DP4 - Promote scientific, cultural and artistic dissemination
Lines of Action 2011-2015	4.1. Disseminate the scientific, cultural, museological and artistic activities developed, in close cooperation with other external entities
	4.2. Support conferences, lectures and debates with international projection on relevant themes, in coordination with other regional players, covered by the <i>MICE</i> concept ( <i>Meetings, Incentives, Conventions and Exhibitions</i> )
	4.3. Publicise and promote the practice of leisure and sports, in close cooperation with other external entities
	4.4. Energise the support, promotion and dissemination of the university extension activities
	4.5. Ensure the development and availability of the virtual archive and thematic repository of the U.Porto, and its interconnection with other national and international platforms (e.g., Europeana)
	4.6. Conduct activities and events that promote easier research and better visibility of contents of the U.Porto's archive and thematic repository

TABLE A3 - LINES OF ACTION SOCIAL AND ECONOMIC DEVELOPMENT



## ANNEX 2 – DESCRIPTION OF INDICATORS AND FORMULAS

Strategic Theme Research	
Indicators	Definition
<b>Strategic Goal</b>	<b>IS1 - Encourage development and ensure excellent conditions for research and innovation</b>
Average no. of citations per document published	Average number of citations per ISI – WoS and Scopus (Scimago) document in the period n-6 to n-2, measured in year n
% of documents cited	% of ISI – WoS and Scopus (Scimago) documents cited in the period n-6 to n-2, measured in year n
<b>Strategic Goal</b>	<b>IP2 - Define strategic areas</b>
% of R&D+i units and units integrated in Associated Laboratories classified by FCT as, at least, "Very Good"	R&D units with the participation of the U.Porto funded by FCT classified as very Good or integrated in Associate Laboratories, as at 31 December of year n
No. of % teachers and researchers belonging to the R&D+i units and units integrated in Associate Laboratories ranked by FCT with at least Very Good	% teachers and researchers belonging to the R&D+i units and units integrated in Associate Laboratories ranked by FCT as, at least, Very Good as at 31 December of year n
<b>Strategic Goal</b>	<b>IP3 - Promote the articulation among U.Porto R&amp;D+i groups</b>
No. of R&D+i institutes integrated in the U.Porto as organic research units	R&D+i institutes integrated in the U.Porto as organic research units as at 31 December of year n
No. of joint projects of U.Porto R&D+i units	Joint R&D+i projects of U.Porto R&D+i units (of the same OU or involving more than one OU) with financial implementation in year n. In projects involving R&D+i units hosted in more than one OU, we only counted the projects in which the R&D units of the respondent OU is the proponent entity /leader, to avoid a double count
<b>Strategic Goal</b>	<b>IP4 - Foster the access to research networks</b>
No. of agreements /partnerships with foreign universities	Agreements /partnerships, including Erasmus agreements, bilateral cooperation agreements, co-tutelage or double degree PhD protocols, protocol for obtaining the European PhD title, partnerships and consortia of Universities under European and international programmes, with foreign universities as at 31 December of year n
No. of agreements /partnerships with prestigious universities (top 25 in the world)	Agreements /partnerships, including Erasmus agreements, bilateral cooperation agreements, co-tutelage or double degree PhD protocols, protocol for obtaining the European PhD title, partnerships and consortia of Universities under European and international programmes, with foreign universities highly placed (25+) in the various leading rankings (Shangai Jiao Tong; THES- Thomson Reuters) as at 31 December of year n
No. of networks and foreign 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 n
% of research projects with international funds led and already running	% of internationally funded projects with financial implementation in year n and led by the OU (in relation to all the internationally funded projects in the U.Porto). This includes projects with MIT, CMU, UT Austin. Projects with relevant corporate participation are included in the section on social and economic development
% of research projects with international funds participated and already running	% of internationally funded projects with financial implementation in year n (in relation to all the internationally funded projects in the U.Porto). This includes projects with MIT, CMU, UT Austin. Projects with relevant corporate participation are included in the section on social and economic development
% research project with national funds led and already underway	% projects with national funding and funding outside the U.Porto (FCT, others) with financial implementation in year n and led by the OU (in relation to all the projects with national funding in the U.Porto). Projects with relevant corporate participation are included in the section on social and economic development
% research project with national funds participated and already underway	% projects with national funding and funding outside the U.Porto and with financial implementation in year n and led by the OU (in relation to all the projects with national funding in the U.Porto). Projects with relevant corporate participation are included in the section on social and economic development
% of Scopus documents (Scimago) published in co-authorship with international entities (year n-2)	% of ISI-WoS and Scopus documents (Scimago) published in co-authorship with international entities in year n-2
<b>Strategic Goal</b>	<b>IP5 - Attract and retain the best researchers</b>
% of researchers with a degree obtained in a foreign university, or with a post-doc internship of at least two years in foreign institutions	% of 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 a 31 December of year n
No. of awards and merit medals in R&D+i activities	Accumulated amounts of prizes and merit medals in the areas of R&D+i obtained by year n
<b>Strategic Goal</b>	<b>IP6 - Encourage the integration between Research and Training</b>
% of 1st cycle, 2nd cycle and IM students involved in R&D+i projects	% of 1st cycle, 2nd cycle and IM students involved in R&D+i projects with financial implementation in year n, including multidisciplinary research projects with the aim of stimulating the interaction between different areas / departments/ OUs (e.g. developed under the programme to stimulate the participation of graduate students of the U.Porto in scientific research activities - IJUP)
<b>Strategic Goal</b>	<b>IP7 - Improve the conditions of research funding</b>
Funding obtained through competitive programmes (national and international) (in millions of Euros)	Total funding obtained in year n via national and international competitive programmes. In million Euros

TABLE A4 – INDICATORS AND METRICS USED IN THE STRATEGIC TOPIC OF RESEARCH (CONT.)

Strategic Theme Research (Cont.)	
Indicators	Definition
Strategic Goal	IP8 - Increase the visibility of R&D+i developed at the U.Porto
No. of ISI-WoS and Scopus (Scimago) documents, per PhD	Ratio for no. of ISI-WoS and Scopus documents (Scimago) published in year n-2, per FTE PhD as at 31 December of n-3
No. of ISI-WoS and Scopus (Scimago) documents	ISI-WoS and Scopus (Scimago) documents published in year n-2
% of documents in the 1st Quarter in the scientific area	% of Scopus (Scimago) documents published in journals in the 1st Q SJR of the scientific area in year n-2 a n-1
Standardised Impact (Scimago) (publications of year n-2)	Ratio between the average impact of an institution and the 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 of year n-2
No. of documents published and with references in other international journals	Documents published in other national journals in year n. If it is impossible to do a double counting, we count the total number of articles mentioned by the OUs, even though some articles are jointly published (articles involving authors from more than one OU)
No. of documents published and referenced in other national journals	Documents published in other national journals in year n. If it is impossible to do a double counting, we count the total number of articles mentioned by the OUs, even though some articles are jointly published
No. of publications registered in SIGARRA	Publications registered in SIGARRA in the Publications module, as at 31 December of year n
No. of projects registered in SIGARRA	Projects registered in SIGARRA in the Projects module, as at 31 December of year n
No. of books or book chapters published	Books or book chapters published by national or international publishers in year n
No. of international scientific meetings organised	Conferences (co)organised by the OUs in year n, including conferences held in specific locations or outside the OUs
No. of participants in international scientific meetings organised	Participants in conferences (co) organised by the OUs in year n, including conferences held in specific locations or outside the OUs
No. of publications registered in the Open Repository	Publications registered in the Open Repository, as at 31 December of year n

TABLE A4 – INDICATORS AND METRICS USED IN THE STRATEGIC THEME INVESTIGAÇÃO

Strategic Theme Training	
Indicators	Definition
Strategic Goal	FS1 - Continuously improve the quality of teaching/learning
Metric score of the course unit by students	Average score per course in the course unit component in the pedagogical surveys in academic year n/n+1, as at 31 December of year n. The scale is from 1 to 7
Strategic Goal	FS2 - Improve employability levels
Overall level of employability of graduates	% of graduates (of year n-5) who were employed in year n
Average 1st job waiting time after graduation (months)	Average 1st job waiting time for most graduates (of year n-2) who got a regular job after completing their course (months)
% of 1st cycle, 2nd Cycle and IM graduates that took an internship/course project	1st cycle, 2nd Cycle and IM graduates in academic year n-1/n that took an internship/course project, as at 31 December of year n
Strategic Goal	FP3 - Promote multidisciplinary and multiculturalism
% of degree awarding education programmes involving several OUs	% of programmes involving several OUs in academic year n/n+1, as at 31 December of year n
% of 2nd and 3rd Cycle programmes in cooperation with other national universities	% of 2nd and 3rd cycle programmes with national double, multiple and joint degrees in academic year n/n+1, as at 31 December of year n
% of 2nd and 3rd Cycle programmes in cooperation with other international universities	% of 2nd and 3rd cycle programmes with international double, multiple and joint degrees in academic year n/n+1, as at 31 December of year n
No. of students in mobility out	Students in mobility out in year n. Consider the 2 <sup>nd</sup> semestre of academic year n-1/n and the 1 <sup>st</sup> semestre of academic year n/n+1
Strategic Goal	FP4 – Guarantee appropriate scientific and pedagogical contents
Metric score of teachers awarded by students	Average score of teacher awarded by students in the pedagogical surveys in academic year n/n+1, as at 31 December of year n. The scale is from 1 to 7
No. of teachers participating in pedagogical training programmes	Teachers participating in pedagogical training programmes organised or not by the OU in year n
Strategic Goal	FP5 - Attract and retain more students
Ratio of candidates in 1st option compared to places available in the 1st Cycle and IM	
No. of students admitted in the 1st Cycle and IM through readmission and special exams	Students admitted in the 1st Cycle and IM through readmission and special exams in academic year n/n+1, as at 31 December of year n. Consider the following exam criteria: Over 23; CET; TCMS; TLM; Course change (all years); transfer (all years); Readmission; holders of a degree in an appropriate area (included in TCMS, as they are referred to as such in RAIDES)

TABLE A5 – INDICATORS AND METRICS USED IN THE STRATEGIC TOPIC OF TRAINING (CONT.)

Strategic Theme Training (Cont.)	
Indicators	Definition
<b>Strategic Goal</b>	<b>FP5 - Attract and retain more students</b>
No. of students enrolled in the 1st cycle	Students enrolled in the 1st cycle in academic year $n/n+1$ , as at 31 December of year $n$
No. of students enrolled in IM	Students enrolled in IM in academic year $n/n+1$ , as at 31 December of year $n$
No. of students enrolled in the 2 <sup>nd</sup> cycle	Students enrolled in the 2 <sup>nd</sup> cycle in academic year $n/n+1$ , as at 31 December of year $n$
No. of students enrolled in the 3 <sup>rd</sup> cycle	Students enrolled in the 3 <sup>rd</sup> cycle in academic year $n/n+1$ , as at 31 December of year $n$
No. of 2 <sup>nd</sup> and 3 <sup>rd</sup> cycle students enrolled (1 <sup>st</sup> year, 1 <sup>st</sup> time)	Students enrolled in the 2 <sup>nd</sup> and 3 <sup>rd</sup> cycles, 1 <sup>st</sup> year, 1 <sup>st</sup> time, in academic year $n/n+1$
No. of students enrolled in non-degree awarding courses	Students enrolled in non-degree awarding courses in year $n$
No. of hours of training taught in non-degree awarding courses	Hours of training taught in non-degree awarding courses in year $n$
No. of students enrolled in Specialisation courses and Advanced Studies	Students enrolled in Specialisation courses and Advanced Studies in year $n$
No. of hours of training taught in Specialisation courses and Advanced Studies	Hours of training taught in Specialisation courses and Advanced Studies in 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> semestre of academic year $n-1/n$ and the 1 <sup>st</sup> semestre of academic year $n/n+1$
% foreign students enrolled to obtain a degree	Foreign students enrolled in academic year $n/n+1$ , as at 31 December of year $n$
% foreign graduates	Foreign students who have completed a degree in U.Porto in academic year $n-1/n$ , as at 31 December of year $n$
<b>Strategic Goal</b>	<b>FP6 - Attract and retain better students</b>
% of 1 <sup>st</sup> Cycle, IM and 2 <sup>nd</sup> cycle graduates obtaining a degree during the normal period of the cycle of studies	% of 1 <sup>st</sup> Cycle, IM and 2 <sup>nd</sup> cycle graduates obtaining a degree during the normal period of the cycle of studies in academic year $n-1/n$
No. of consultations (medical and psychological support) provided by the U.Porto to its students	Consultations (medical and psychological support) provided by the U.Porto to its students in year $n$
% of IM graduates, 2 <sup>nd</sup> cycle and 3 <sup>rd</sup> cycle graduates compared to all graduates	
No. of 1 <sup>st</sup> cycle graduates and IM graduates	Students who have completed the graduate degree in the academic year $n-1/n$ , as at 31 December of year $n$
No. of IM graduates	Students who have completed the Master's 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 $n$
<b>Strategic Goal</b>	<b>FP7 - Attract, retain and train the best teachers</b>
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> semestre of academic year $n-1/n$ and the 1 <sup>st</sup> semestre of academic year $n/n+1$
No. of teachers in mobility <i>in</i>	Teachers in mobility <i>in</i> in year $n$ to teach and/or research. Consider the 2 <sup>nd</sup> semestre of academic year $n-1/n$ and the 1 <sup>st</sup> semestre of academic year $n/n+1$
No. of teachers (FTE)	
% of teachers and researchers with a PhD (FTE)	
<b>Strategic Goal</b>	<b>FP8 - Promote distance teaching/learning</b>
% of Course Units with an <i>e-learning</i> component	Course Unit to which $R+A \geq 4$ applies, where $R$ = No. of resources, $A$ = No. of activities; no. of directory $\geq 1$ equals $R \geq 4$ ) or 50% of students enrolled in the Course Unit involved in $>20$ activities (calculation method valid from 2012)

TABLE A5 – INDICATORS AND METRICS USED IN THE STRATEGIC TOPIC OF TRAINING

Strategic Theme Social and Economic Development	
Indicators	Definition
<b>Strategic Goal</b>	<b>DS1 - Adapt the activity of the U.Porto to public expectations</b>
% of research projects (national and international) in partnership with companies and implemented	% of research projects (national and international) in partnership with companies and implemented in year $n$ (in relation to all the U.Porto projects).
Amount of funding obtained through R&D+i projects done with companies and other institutions (e.g. corporate associations) (in million Euros)	Funding obtained through R&D+i projects done with companies and other institutions
% revenue (excluding State Budget) obtained via donations, sponsorships and legacies	Funding obtained via donations, sponsorships and legacies
No. of ongoing works/service provision agreements	Ongoing works/service provision agreements in year $n$
% revenue (excluding State Budget) obtained from service provision (in million Euros)	Funding obtained from service provision (training activities, seminars and others, technical assistance, studies, technical advice and consultancy, various services) in year $n$ , with or without contract. Does not include service provision intra-U.Porto (with the Rectory, other OUs or Autonomous Services). In million Euros

TABLE A6 – INDICATORS AND METRICS USED IN THE STRATEGIC TOPIC OF SOCIAL AND ECONOMIC DEVELOPMENT (CONT.)

Strategic Theme Social and Economic Development (Cont.)	
Indicators	Definition
<b>Strategic Goal</b>	<b>DP2 - Encourage research with potential social and 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>
% of revenue (excluding State Budget) obtained via intellectual property rights	Funding obtained via intellectual property rights. In Euros
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 existing anchor/mature companies	Anchor/mature companies as at 31 December of year <i>n</i> in UPTEC
No. of existing innovation centres	Existing innovation centres as at 31 December of year <i>n</i> in UPTEC
No. of existing graduated companies	Graduated companies during 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 Goal</b>	<b>DP3 - Promote social entrepreneurship and volunteering</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
No. of collective volunteering projects and service provision to the community	Collective volunteering projects and service provision to the community conducted in year <i>n</i>
<b>Strategic Goal</b>	<b>DP4 - Promote scientific, cultural and artistic dissemination</b>
No. of Participants in scientific, cultural and artistic activities organised by the U.Porto as part of the Summer University	Participants in scientific, cultural and artistic activities organised by the U.Porto as part of the Summer University in year <i>n</i>
No. of participants in scientific, cultural and artistic activities organised by the U.Porto as part of the University Studies for Seniors	Participants in scientific, cultural and artistic activities organised by the U.Porto as part of the University Studies for Seniors in year <i>n</i>
No. of participants in other scientific, cultural and artistic activities (e.g., exhibitions, concerts, shows) 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 visitors of U.Porto museums	Visitors of U.Porto museums in year <i>n</i>
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 the Junior University	No. of participants in the Junior University in year <i>n</i>
No. of conferences, lectures and debates on relevant themes organised by the U.Porto	Conferences, lectures and debates on relevant themes 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	No. of participants in conferences, lectures and debates on relevant themes organised by the U.Porto in year <i>n</i>
No. of participants in systematic sports activities	No. of participants in systematic sports activities in year <i>n</i>

TABLE A6 – INDICATORS AND METRICS USED IN THE STRATEGIC TOPIC OF SOCIAL AND ECONOMIC DEVELOPMENT