ROM

COMMON PROGRAMME 3

2007 - 2011

APPROVED UNANIMOUSLY
BY THE V ASSEMBLY OF THE IUS

SANCITO DAL RETTOR MAGGIORE E IL SUO CONSIGLIO
PER ESSERE OPERATIVO

Rome – Salesianum, 13th July 2007

A. INTRODUCTORY CONSIDERATIONS

Some preliminary considerations are needed in order better to understand the text of this "Common Programme 3, 2007-2011" and the timeliness of its suggestions.

1. The "frame of reference", and the principles that are characteristic of the IUS process.

In July of 1998 a project that was to forge a link among all the IUS was undertaken and the primary instrument of orientation and coordination for this was the *"Common Programme 1".* Its main objective was to define a "frame of reference" which the academic institutions and the Salesian Congregation itself could use in the field of higher education for the future. To have such a "frame of reference" would mean: a) to have precise knowledge about the situation of the institutions and a diagnostic description of it; b) define and specify its "Identity" as that ideal towards which to strive; c) establish the "policy", that is the means of administration to take the primary steps towards this ideal and to be endorsed by the highest authority of the Congregation so that it be taken as a standard value.

Since then a common language was put together among the IUS and the terms shown here have been:

- the expression of a common journey,
- confirmation of shared convictions,
- and, given the time and experience, they have been crystallizing clearer *identity* of the persons and the institutions,
- qualifying professional skill and commitment will contribute to consolidating the structure of the *academic community*, to strengthening the *institutions* and,

consequently, will be in the best possible condition to offer a highly qualified overall education to its students, which, in fact, is the final purpose of the IUS.

On the other hand, the path already followed has made it possible to recognize other fundamental principles, such as:

- The development of **projects**, and not so much the creation of structures and organizations.
- To put into movement the **processes** of dynamic activity and growth of the persons, of the academic communities and the institutions, not simply drawing up programs for action or lists of iniciatives.
- **Co-responsibility and net-work** – that is to say in **synergy** between everyone and at every level – as opposed to individualism, self-sufficiency, self-reference.
- Calm, effective combination of a **vision** at once **local and global** without ignoring, subordinating or nullifying any part.
- **Coordination** –through **common programmes** accepted by all and to be achieved through joint effort– as opposed to the abstract effects of good will alone, improvisation or anarchy.
- Natural and harmonious **development** of these programmes and all the processes involved – as opposed to leap in the dark and inexplicable changes of direction.
- **Continuity** in implementing processes, in the programmes and over time – as opposed to sudden actions that, if they do not prevent they certainly do not help the process.

In the ways and the style of the IUS, to this combination of clearly strategic and methodological principles, another three principles that have to do strictly with policy, are to be included.

- Primordial care to be dedicated to steering the institution and to its future – that is to say to its **orientation** and to its **direction,** or management – as opposed to having to deal with emergencies in a day to day administration.

- Special care and consideration to be given to the **persons** involved because they constitute the main value and potential of the IUS – as opposed to values and acquisitions that are only materialistic and quantitative as, for example, would be the *campus*, the buildings or the number of enrolled students.
- A deep understanding and knowledge of the area in which we operate, using **three parameters** that are essential to the IUS:

- first: to know that working in the current scene of **higher education**, a dynamic transformation is in act and that, at this present moment, it places the institutions in a critical situation, that the traditional, historic models have been surpassed and that a new model must be identified;

- second: the relationship and the service that the institutions must create and maintain in the **country and the society in which they take root**;

- third: that parameter, or frame of reference that is typical of the Salesian institutions of higher education as it is described and defined in the papers, **"Identity" and "Policies"**.

2. Factors, function and meaning of the "*common programmes*" in the IUS process

The "common programmes", or joint action, are a practical way in which to articulate a series of actions and of elements that, while already contributing to operativeness in itself, lead to a lengthy and profound appreciation of the internal dynamics of a process needed in order for it to be brought to light. The "common programmes" are structured around four factors:

- The **action** factor. The "common programmes" are an expression of dynamization, or activity; of action that by its very nature contrasts simple discussion, especially abstract discussion, pure lucubration; but this does not exempt action from careful study and reflection as its necessary complement.
- The **directing factor, or strategic planning.** Dynamization of itself is not enough if the planned operations are not going in the right direction. While we can

count on the sixth sense of orientation, good management generally requires taking into consideration a previous strategic plan which, of its own, becomes a keystone in the continual process of adjusting direction.

- The **development factor and the necessary sequence of steps.** Not everything can be done in the same time, nor would this be convenient even if it were possible. The participation of a group and the quality of its contribution is facilitated and grows when the people can see clearly that there is a sense or direction to its participation and that it contributes to the building of a common goal. Construction is facilitated when step by step there is growth, progress. This gradual process is what leaves time for settling things, for maturing. This is the methodology that is being used in the process for the IUS: a gradualness that leads to the progressive maturity of the persons, of the communities, of the institutions.
- The **time factor**. In any sporting event, the results must be reached clearly and finally within a set time; extra time when needed must be kept within a predefined limit. For the sake of security, a label is used for foods and medicines identifying their expiration date. In the same way in this context a quantity of time must be defined in which to achieve the programmes, a pre-defined time in which to achieve each of the set goals. It is possible in this way to have some kind of agreement or concurrence when there are a number of participants (and walking together is added value in this method, and should never be lost). Time remains as essential a factor in this process as it is in the field of investments.

It has been said that the moving together of the IUS was conceived of as a process – with the effects to be evident in a very broad period of time, of course – and not simply as a kind of activism that consists in the mere carrying out of plans for action. Since these actions in themselves are not the main objective of the programme, even less are they the final purpose.

An example. One of the operations to be carried out under the “Common programme 2” consisted in working out a kind of **“**navigation chart” for the institution. Developing the various texts that made up this “navigation chart”

required knowledge, exact data and a technical procedure; that is to say, competence and a disciplined way of working were needed. Even though the "navigation chart" was the equivalent of obtaining the instruments needed to help in the good management of the institution, the "chart" was not an objective in itself. The real purpose to be achieved was that through this "chart" – both through the process of developing it first of all, then secondly of how to put it into effect – the commitment of the people involved with the institution was increased (the so-called *corporative commitment*), they acquired greater knowledge and consciousness in relation to the matters considered, and also learned how to work by cooperating among themselves and to use the appropriate working methods (*competence*). These very elements, these achievements made up the real objective of the "navigation chart" and resulted, in turn, to be a true *indicator* in verifying if this "chart" – made up with great effort and exertion – was useful or not in actually achieving this.

In the IUS, then, the *process* is that way of proceeding that would achieve dynamics, training, growth, maturity and the consolidation of the persons involved, of the communities and of the institutions themselves. And, why not?, a network of institutions, since the construction of this network is also an objective, as it is in the case of the IUS.

3. The series of "*common programmes*" both channelizes and marks the life and progress of the IUS

The series of "common programmes" is linked to some of the principles mentioned previously, especially regarding the sequential aspect (methodology), the continuity (political will to move forward) and development as the expression of maturity and growth. These principles and these programmes contribute to channelling the institutional life of each IUS with that guidance typical within the Salesian "frame of reference" and, in the same way, influencing the work progress and rhythm of everyone involved.

- **The "Common Programme 1, 1998-2002",** as has been mentioned, had as its single objective the definition of the "frame of reference" by the Salesian presence in higher education as described in the papers, "Identity" and "Policies". In the same way that a "constitution" acts for a nation, this "frame of reference" has the role of guiding the life of the IUS and, like a constitution, it must be able to withstand time.
- The **"Common Programme 2, 2003-2007"** had as its objective to begin to implement the guidelines as described in the "frame of reference". The originality, the real novelty of this programme was not in its contents – putting into practice some of the nine 'Policies' – but rather the definition of the various operations to enact along three strategic axes centred on the persons, the institutions and the network of institutions.
- The **"Common Programme 3, 2007-2011"** has as its objective to continue to implement the guidelines in the "frame of reference"; doing this in very close relation to the work already undertaken by the "Common Programme 2", that is to say, structuring around the same three strategic axes by: emphasizing some of the already implemented actions, suggesting the natural development of some of these actions as well as some new ones that were the logical fruit of more extensive and superior developments and the expression of growth and consolidation.

4. The "*Common Programme 3*" continuity and development of the "*Common Programme 2*"

a) Perseverance essential to "Common Programme 2"

- The same three strategic axes are maintained, placing the accent of the programme and centring its operative activity on persons, on the institutions and the network of institutions.

- Insistence on what has been achieved by "Common Programme 2", to evaluate, strengthen and improve, or, if it has failed, to repeat it (example: cf. p.12. Operations, 1).
- The final stages of completion are achieved: for example, having placed all the effort in what the teaching staff followed the "Virtual IUS Course" (CVI), then next is to build the "human operative platform" in each institution; then, there would be to organize formation as a permanent service for all the IUS in the future, especially for those in management positions (cf. p.12, Operations, 2 and 3; p. 13, Operations 1,4°; p. 15, Operations 1,2, etc.).
- The not yet achieved objectives of "Common Programme 2" are to be completed: for example human resources and economic-financial resources (cf. p.14, Operations 3 and 4).

b) Development starting from what has been achieved

- In the **first strategic axis** (p.12) focused on the qualification on the identity and professional attitude of the people involved for the institutional mission, what is demanded is:

- to understand "formation on the institutional identity" as an ongoing task, like ordinary procedures in the administration of all the IUS (cf. p.12, Operation 1);

- not to shout victory because a third of the personnel has completed the CVI until, starting from this group, those who have completed the course are enough to form the "human operative platform" and that this stays mobilized and operational as active 'human capital' within the institution (cf. p.12, Operation 2);

- the broadening of the range of formation to other fields, linked to formation of the whole person, to professional formation (in science, technology, pedagogy) or formation in the management or administration of the institutions;

- sistemazing the formation of personnel as a standard qualified service, steady and permanent, in the IUS (cf. p.12, Operation 3).

- In the **second strategic axis,** centred upon the orientation and strengthening of the institutions:

- With respect to the “navigation chart” (a sort of cornerstone that needs to be set in the ground to strengthen the institutions) what is needed is:

1° the evaluation and perfecting of the ways in which the “Navigation chart” was worked out and the results:

- individually for each institution (cf.p. 13, Operation 1,1°);
- collectively, using a “pilot project” in order to attempt to create a “hard core” of institutions capable of being models and a force of traction and/or assistance for the others (cf. P.13, Operation 1,3°);
- activate individualized technical advisory service for those IUS that need and request it (cf. P.13, Operation 1,2°);

2° speed up the generalized application of the “accreditation process” (cf. P. 13, Operation 1, 4°).

- With respect to human resources (second column) and economic-financial resources (third column): complete the overall fulfilment of the “PLAN: ensure the foundation of the institutions” during the period 2007-2011, in a way similar to the work for the “Navigation chart” (cf. O.14, Operation 3 and 4).

c) Third strategic axis, the IUS network: the most important development and the newest component of the Programme.

The third strategic axis of the “Common Programme 3” is focussed within the perspective and the dynamism of the work being undertaken for the IUS network. New perspectives for the “network in construction” are:

- The **composition of the IUS network :** the group comprising each and every one of the Salesian Insitutions of Higher Education, and all the IUS Groups that will come into being in time
- The **orientation of the IUS network** objectively described in written documents worked out with the participation of and endorsed by competent authority (cf. P.15, Main aspects to consider, B 1°).

- **The organic construction of the IUS network** in as much as there is the will to provide the network:

  - with an organic structure for its administration and management (cf, P.15, Operation 1),

  - with a juridical entity and corresponding statutes (cf. P.15, Operation2).

- The **IUS Groups**

  - A typology of very large and diversified groups that respond to different needs of the institutions and of the network (cf. P.16, Main aspects to consider, C, 5°);

  - The greater number of IUS Groups to be put into operation **(**cf. P. 14, Main aspects to consider, D; Operations, 5);

- **Activation of the complete IUS network**, that is to say in the new continents or in large geographical areas where there is a considerable Salesian presence (cf. P. 16, Operation 5).

5. Final considerations

a) The quality and the value of the network

In order that the network *IUS-net* have quality and value – both recognized by the academic world and by society -- it needs to have at its disposal an intrinsic strength that will bear fruit only if three factors converge:

- the *active participation* of the member institutions and the visibility of a *common identity* in each built by the people who constitute them, and who, first, must have achieved this identity (first strategic axis),

- *the strength and the quality of the institutions* (second strategic axis) together with the quality of the use of ICT (information and communication tecnologies) in order to grow into a better accademic institution.

Only on the basis of these two strategic axes can the construction of a network of quality and value begin that is worthy of the name.

- The network will afterwards have the need to express itself and to present itself publicly by means of the characteristics and the quality of the *projects and the dynamism* of each IUS group as of all the Groups as a single entirety, and on the success of its results (third strategic axis).

b) Difficulties and ease in the "*Common programme 3*"

For those people who are familiar with today's scenario of higher education and who besides are also realistic, a programme like the "Common Programme 3" has to seem to be overflowing with complications or, at the very least, certainly utopistic and unfeasible.

This would seem as serious a problem in the same way for the IUS had it not ten years experience of implementing "common programmes" that were simpler than this but much more difficult for those for whom this type of operation was new and had never before worked together. The experience acquired during these years gives IUS definite know-how and confidence in itself: it is what makes possible the impossible and makes simpler what is otherwise difficult.

B. «COMMON PROGRAMME 3, 2007 - 2011»

FIRST STRATEGIC AXIS Centrado en la cualificación en identidad y profesionalidad de las PERSONAS para la misión	OBJECTIVES		MAIN ASPECTS FOR CONSIDERATION	OPERATIONS
	Create a "**live platform"** based on the institutional identiy and on professionalism in order to work actively and efficaciously in the institutions.	Working on two fronts: 1° **orientation and projecting** for the institutions:	**A**. The person constituting this platform: 1° Share an **identity** common to the institution: sharing the mission, the vision, values and strategic plans. 2° **Participate** in a responsible manner a) with **developing** the **three *instrumental means*** that facilitate the good direction and management of the institution:: - institution project, - strategic planning, - working plan (cf. Second strategic plan) b) with the **implementing of the *procedures*** for constant striving for quality: - institutional self-evaluation - accreditation. (cf. Second strategic plan)	**1**. Continuation of implementation of the **Virtual IUS Course** (CVI): «*Cooperative training and Educational technology in the University in the Salesian style* » involving at least a third of all the personnel – teaching, administrative and in service – of each institution with the intention of achievin a) continuation of this formation in all the IUS throughout **America:** as **ordinary procedure**; b) **Intensification** in the IUS in **Europe**; c) **Introduction** in the IUS in **Asia** and **Africa**. **2**. Implementation, putting into operation and strengthening in each IUS the "**operative living platform**" (the academic-educational community that is characteristic of the IUS) –final aim of the CVI– through: a) selection, designation,specific training and formation of those **responsible** for this operation in all the IUS; b) practical application of the **participation and commitment of the members of the "platform" in the the institution** (cf. *Objectives and Ma Aspects for Consideration*.). **3**. **To systematize the formation of personnel,** as a steady and permanent service for all IUS personnel: a) focussed on the **UNIVERS-IUS**: so that the service as prepared for this IUS Group grows into a structure that is competent, efficacious and stable for formation throughout the network; b) by **broadening the formation programmes** aimed at: - the preparation for accreditation of the "**Tutores U nivers-IUS**", since th are the agents of a facilitator for formative action; - preparation of the **directors of the IUS** in the key positions for the direction of the institutions according to defined profiles and compentenci c) the power to **extend this formation service** to meet similar needs of t - **SalesianProvinces** that request it, - other **organizations or enterprizes**, service created through the *IUS Concesionarias* for the Univers-IUS programmes.
		2° the **ordinary day to day functioning** of the institutions:	**B**. Refers to 1° the **quality of interpersonal relations** within the academic community; 2° the **cooperation** needed to make the administrative and coordinating organizations of the institutions function properly (personnel positions, councils, departments...); 3° the **professiona, .educational development** of each member of the platform (in his personal attitude, in teaching, management, administration, direction …)	

	OBJECTIVES		MAIN ASPECTS FOR SONSIDERATION	OPERATIONS
SEGUNDO EJE ESTRATÉGICO (continúa) **Centrado en la orientación y el fortalecimiento de las INSTITUCIONES académicas**	Ensure the **foundations** of the institutions and their **organic strength**.	**First column**: **the «Navigation Chart»** (cf. *Políticas*, 29-32) that is to say a series of *instruments and procedures* for guaranteeing the orientation and the managaement of the institutions: - within its own framework (cf. documents *Identidad* and *Políticas*) - and in line with the «best practices» of the institutions in the sector.	***A**. «Navigation Chart ».* Components*:* • *Instruments* 1° Institutional project 2° Strategic plan 3° Operative plan • *Procedures* 4° Institutional self-evaluation – Exchange of visits 5° Accreditation ***B**. The ways of developing* the "Navigation Chart" as an opportunity for apprenticeship in the institution.	**1**. For the IUS in America and Europe: **Improvement of the procedures followed in developing the «Navigation Chart » and to better its results:** 1° Starting from the texts produced like the «navigation chart », and with the advice of the expert, each insititution evaluates the *procedure followed* and the *texts produced*, and reacts if need be: - repeating the experience so that the academic community is strengthened; - redeveloping the texts so that, improving them will result in the best instrument for the orientation a direction of the institution. 2° Offer of **individualized technical consultancy** for the IUS that require it, - as complementary to the generalized consultancy to all the IUS - and as coordinated action between the academic institutions that requests it,and the Rector responsible for the Institution, the General Coordinator of the IUS and the correspondent Consultor. 3° Implementation of a «**Pilot Project** » for: - the *joint verification of the process* chosen by IUS to work out the "navigation chart". - and the *creation of* a *hard core* of institutions that are capable because of their demonstrated experience, of collaborating with the individual consultancy-accompaniment of others within the guidelines and the parameters of the IUS. 4° Generalized application of the **accreditation process**: a) For the IUS that have already achieved some kind of accreditation: - renewal of the accreditation obtained; - extension of the range of accreditation: from the *institution's* for example to move to *programms and departments* or viceversa; from the *national* to the *international* level. b) For the IUS that in any case have never been accredited, in the 4 years of the implementation of th "Common Programme 3", each one will achieve at least one accreditation within the framework and according to the phase of development of the policies of its country in this field. c) With this in view, organize with the «accredited IUS» a Seminar regarding the accreditation experiences to help others with the process. **2**. Regarding the IUS in Asia: **Initiate the process of working out the «Navigation Chart»** (starting from 2009), with the collaboration and accompaniment of: - the specialist Advisor - and the «hard core» IUS

	OBJECTIVES		MAIN ASPECTS TO BE CONSIDERED	OPERATIONS
SEGUNDO EJE ESTRATÉGICO (continuación) **Centrado en la orientación y el fortalecimiento de las INSTITUCIONES académicas**	Ensure the **foundations** of the institutions and their **organic strength**.	**Second column**: **Human resources** (cf. *Políticas*, 33-36; *Identidad*, 21) As the active principal of the academic institutions that shows that what has been established by the "Institutional Project" has been accomplished.	***A***. *Regarding personnel in general:* 1° Selection. 2° Professional-educational competence. 3° Common denominator – platform based on the institutional identity (see First Strategic Plan). 4° Personal commitment to the Institutional Project in one's own institution. 5° Continuous formation. 6° Monitoring by the Director. 7° Synergy. ***B***. *The directors* (cf. also *Identidad*, 32-33) ***C***. *The Salesian Community -- The Salesians*	**3. Human Resources** Implementation of the «PLAN: to ensure the foundations of the institutions » in the part corresponding to «human resources » and in with what already enacted through developing the «Navigation Chart With the following previsions - Overall view of the approach to human resources in the IUS. - Collection of data on the human resources situation in the IUS - Offer of a series of «*Guides*» that show precisely the sequence of th itinerary to be followed. The Guides and orientation programme are provided on Internet, on a system set up in each institution. - Along with the itinerary, a *presentation seminar* is planned with sma groups from the Institutions and directors to revise the progress of the plan and in order to encourage and to monitor it.
		Third column: **Economic-financial resources** (cf. *Políticas*, 37-39), to guarantee the ordinary functioning, now and into the future, of the institutions.	***A***. *Main Fronts*: 1° Sources and creation of resources. 2° Professional management of resources. 3° Investment policy. 4° Synergy.	**4. Economic-financial resources** Implementation of the «PLAN: to ensure the foundations of the Institutions » in the part corresponding to the «economic-financial resources » and in line with what already enacted through developing «Navigation Chart » and the approach and management of «human resources ». With the following previsions - Overall view of the approach to the economic financial resources of IUS. - Collection of data on the situation of the economic financial resource the IUS. - Offer of a series of «*Guides*» that show precisely the sequence of th itinerary to follow. The Guides and the orientation programme are provided on Internet, on a system set up in each Institution. - Along with the itinerary, a *presentation seminar* is planned with sma groups from the Institutions and directors to revise the progress of the plan and in order to encourage and monitor it.

T E	OBJECTIVES	MAIN ASPECTS FOR CONSIDERATION	O P E R A T I O N S

	To knit sectorial **relationships** within the IUS and build the ***IUS-net*.**	***A**. The network is made up of:* - the group of each and every Salesian institution of higher education; - all the IUS Groups that are being or will be formed. ***B. The orientation and the management of the network*** 1° Orientation a) of the network group is given by: - orientation regarding the institutional «*frame of reference* » of the Salesian Congregation: documents «*Identidad*» and «*Políticas*», - as for the «*common programmes*», once presented by the Department of Pastoral Activities for Youth, the General Assembly of the IUS must consent and the the Rector Mayor and his Council must ratify it; b) of the IUS Group is for: - the «*Proposals*» or the suggestions around which a Group is formed, - the subsequent «*plan of action*» for three years, through which the «Proposal» is implemented totally. 2° Management <u>Of all the network</u> a) The General Director for the Youth Pastoral –to whom the Congregation assigns the responsability for the institutional coordination of the IUS (cf. *Políticas*, n° 44 and 17) – and, in his name, the General Coordinator. b) The General Assembly of the IUS - participates in writing the documents constituting the institutional «frame of reference »; - after study and debate, reaches agreement about the «common programmes», suggestions for the Department of Pastoral Activities for Youth and evaluation of achievement; - elects members of the «Board of Directors »; c) Board of Directors - *Made up of*: the General Coordinataor, designated by the Council for Pastoral Activities for Youth, 2 'rectors' from America, 1 from Europe, 1 from Asia. - The main *function*: achievement of the «common programme » and coordination among the IUS Groups. <u>The Continental Conferences</u> d) Coordinating committee - *Made up of*: the General Coordinator; 'Rectors' from the Continent corresponding to the members of the Boad of Directors elected by the Assembly; Rector of the site where the Conference is held and Rector of the previous conference. - Main function: to orient, to plan, to organize and to achieve the Conference in the framework of «Common Programme 3» <u>The IUS Groups</u> e) Coordinating Committee - *Made up of*: The Coordinator of the Group and three members elected by the «Plenary of Delegates » of the IUS that compose the Group. - Main *function*: planning and implementing the «plan of action» approved by the «Plenary of Delegates ».	**1**. Progressive composition of the **organic structure** of the IUS. Creation and operation of the **management bodies** of the network following the dynamics applied up to now regarding the coordination an the IUS – from experience to normative texts – and the orientation tuck into «Common Programme 3» (see column on left). These bodies are: 1° «*Board of Directors* » of the IUS. 2° «*Managing Committee* » of the Continental Conferences of Amer Europe, and Asia. 3° «*Coordinating Committee* » of all the IUS Groups in operation an those that will come into being in the period 2007-2011. **2**. Definition of the **legal entity and of the statutes** of the IUS. The «Board of Directors », 1° will prepare the text of the **statutes** that will serve, in the future, a body of regulations for the IUS network 2° and in which the **legal** entity and the **juridical form** of the so call network is defined. For these, the «Board of Directors » a) will see to: - the *Constitution and the Regulations* of the Salesian Congregatio so that the organization of which it is part will be respected, - the «*frame of reference* » («*Identidad*» and «*Políticas*») of the IUS - the *praxis* experienced up to now in the coordination of the IUS b) and will proceed in the following way: - adhere to what was established in «*Políticas*», nn. 43-45, - subject the text for consultation by the IUS during its development first, and to the approval as expressed by the Assembly, aftrwards, before presenting it for final approval and ratification by the Rector Mayor and his Council.

T E	OBJECTIVES	MAIN ASPECTS FOR CONSIDERATION	O P E R A T I O N S

	To knit sectorial relationships within the IUS and to build the *IUS-net.*	***C***. ***The IUS Groups***: 1° The **purpose** of the IUS Groups is to promote continually the synergy among the IUS so as to lead to the construction and operation of a network of Salesian institutions of higher education –***IUS-net*** – dynamic within a perspective suitable to its institutional mission. 2° The **intrinsic strength** of **IUS-net** has borne fruit in the convergence of three factors: - the *active participation* of its member institutions and the visibility of the *identity common* to all of them (first strategic plan), - the *strength and the quality of the institutions* (second strategic plan), - the projects and the dynamics of each group (third strategic plan) 3° All the sectorial groups as they are starting up, and approaching their spheres of interaction, as well as their actual functioning, must move within the: - the **frame of reference** as defined for the Salesian Congregation in the papers entitled "*Identidad*" and "*Políticas*", and as in the "*Common Programme 3*" and in agreement to achieve the third strategic plan; - the "**Orientation and procedures**", already tried out. 4° The groups,constituted by the decision and commitment **institutions that adhere formally as such** as members not so much as representing interests or by the desire of the departments or of individuals. 5° There are three kinds of **IUS Groups**: a) The properly called *IUS Group* is a homogeneous group dedicated to academic work (research, teaching, extension) regarding «relevant themes » about the institutional identity and mission constituted by the Institution represented by a delegate. b) The groups for *support for strengthening the substantive works* of the university and of its professional management;constituted by highly competent professionals, endorsed by their particular Institutions. c) The groups for *ordinary management service* for the institutions; constituted by competent professionals. In the cases of b) and c), participation is open whether or not the professionals belong to the IUS..	**3**, Creating **new IUS Groups** Starting with the experience acquired with the operating Groups – *Univers-IUS, Engineering, Education, Formation-Pastoral* --, intensify the initiation of new Groups regarding «relevant themes » on the Sale institutional mission. During the 2007-2011 period, the following: • *Childhood and youth*: observatory for the comprehension of the phenomenon. • *Youth policies*: in the State and the public administration. • *Art and culture in the youthful world*: an educational prospective. • *Social communication*: the phenomenon. • *Local development*. **4**. Creation of **Support groups for strengthening the substantive wor** of the IUS and its professional management • *Information technology and communication* (TICs). • *Mobility for students and teachers*. • *Libraries and laboratories*. • *Research*: promotion within the IUS and the formation of researche • *Indexed publications* (magazines, books,...) [Setting up a **Group for ordinary management** of the IUS (cf. Third strategic plan, Operations , n° 6)] .

	OBJECTIVES	MAIN ASPECTS FOR CONSIDERATION	O P E R A T I O N S
TERCER EJE ESTRATÉGICO (continuación) **Centrado en la perspectiva y el dinamismo del trabajo en RED**	Knit sectorial relationships among the IUS and construct the *IUS-net* .	**D**. **The network in its entirety and the key elements for activation and retro-supply**. A network of institutions that are found on every continent – even though they are not all the same – nonetheless demand a **globalized approach**: - the *distribution* of the institutions must not leave uncovered the heavily populated areas of the world, - the institutions must work with the *double component: local* and *global*, - working together with equal rights and duties – although the greater contribution derives from those with greater resources. The network must ensure: - a competent *consultant and advisory service*, - access to financial funding, - an *information service* that will guarantee rapid and valid knowledge about its own situation - a *means of information and communication* to give dynamics to internal and external relaations.	**5**. **Activation of the entire network** 1° **Asia** (Phillipinesi, India, Japan): start up and acceleration of the following processes: • Formation in «identity» through the CVI (since the end 2007). • Beginning of the development of the «Navigation Chart » (starting from 2009) (cf. First strategic plan.. Operations, n.° 2) • Regular convocation of all the continental Conferences. 2° **India** • Formulation of «specific orientations » for standardizing the Salesian presence in higher education in India, within the framework of «Políticas» of the Congregation: itinerary to involve the institutions. its academic communities and those responsible for the Provinces • Activating the synergy among the IUS in India in view of the project to establish two new "Don Bosco Universities" in Guwhati (North) and Chennai (South). • Concrete project of synergies between various IUS in India (Goa, Hyderabad, Chennai) and others in America (Brazil, Ecuador) and Europe (Edulife). • Regular participation in Assemblies, continental Conferences and IUS Groups. 3° **China** • Collaboration between the IUS and Seeco-Hong Kong with a view to establishing academic relationships with Chinese universities 4° **África** • Collaboration between the various IUS in America andEurope that have technical branches with the brand new «Instituto Superior de Formação em Docência e Gestão da Educação Profissional Dom Bosco», in Mozambique. • Prospects of an hypothesis of development of future IUS in Africa starting from the projects presented to the General Council and awaiting approval. **6**. Creation of a Group for ordinary management service for the IUS 1° *Professional consultancy* • external (cf. Second strategic plan, 2°) • internal (cf. Second strategic plan, 3°) For the external consultancy, there should be: • Group for collaborating with the Consultant in *human resources*. • Group for collaborating with the Consultant in *economic-financial resources*. 2° *Collaboration for seeking and managing economic resources*: contributes to the maintainance of the institutions, the professional manage of administration, and to the transparency of accounting and finances, and to the full incorporation intothe process of strengtheng the IUS ar SalesianCongregation is promoting. 3° *IUS information system:* precisely because the IUS network communicates on a local level, a provincial level, national, regional and worl levels.. 4° *IUS-net portal*: in order to encourage and strengthen information and communication • *internal*, contributes to the consolidation of the international *IUS community* (professors and students of all the institutions), above a • *external,* the efficacious projection of its own corporative image within higher education and society. **7**. Continental conferences 1° IUS in America and Europe: at Porto Alegre (2008) and México (2010): on human resources and economic-financial resources. 2° IUS Asia: in Goa (2008) and Chennai (2010): on the «Navigation Chart», human resouces, econoomic-financial resources.