1. Colombia

2. UNIMINUTO
   2.1. Brief of UNIMINUTO
   2.2. Strategies for a growth as Inclusive University
   2.3. Campus

3. Lessons Learned and Challenges
• Population: 42 million
• Gross Domestic Product (USD Millions): 331.750 (2011)
• Per Capita Income USD 7.200 (2011).
• Colombian Income Distribution is one of the most world’s unequal: Gini is 0.538 (Brazil’s 0.539; Mexico 0.517).
• Population under poverty line is 34.1% (2011) (Brazil’s 21.4%)
• Unemployment rate 9.7% (August 2012).
• Insufficient public supply of higher education: demand is not filled, even with private sector participation.
• Gross coverage Rate in Higher Education reached 39.7% in 2011.
2. UNIMINUTO University
Higher Education

• 69,700 Enrollment 1st semester 2012
• 11 Campusses & 42 Regional Centers
Student Projection

Source: Coordinación de Inteligencia de Negocios y Estadística
<table>
<thead>
<tr>
<th>Academic Degree</th>
<th>Methodology</th>
<th></th>
<th></th>
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<tr>
<td></td>
<td>B-Learning</td>
<td>E-Learning</td>
<td>Traditional Learning</td>
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<tr>
<td>Professional</td>
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<td></td>
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</tr>
<tr>
<td>Technical</td>
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<td>42</td>
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<tr>
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<td>1</td>
<td>6</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Master</td>
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<td>1</td>
<td></td>
<td>1</td>
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<tr>
<td>Total</td>
<td>28</td>
<td>9</td>
<td>87</td>
<td>124</td>
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# Income Level

<table>
<thead>
<tr>
<th>Level</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Low (1 – 2)</td>
<td>68.05%</td>
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<tr>
<td>Middle (3)</td>
<td>29.30%</td>
</tr>
<tr>
<td>High (4 – 5 - 6)</td>
<td>2.65%</td>
</tr>
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</table>
Job for Graduates ...

Percentage of graduates contributing to the social security system.

Source: Labor Observatory for Education 2011
Inclusive Business Model

Description

- Non-profit university that offers affordable, high-quality technical and university education in Colombia
- Targets lower-income students with courses emphasizing employability, affordability, and accessibility through multiple sites and distance and virtual learning.
- Students as social change promoters.

Drivers

- **Economic and Social** growth in Colombia.
  - New commercial strategy based on **free trade agreements**.
- Insufficient public supply of higher educational institutions and expensive private supply
- Limited supply of technical and technologically programs for the needs of the productive sector

Results to Date

- Approximately 70 K students enrolled, 66% women and 68% from lowest two quintiles of the population by income
  - 26% average annual growth rate in student enrollment from 2006 to 2012
- Double-digit revenue growth reached since 2011
Challenge: Deficit of Technologically Trained

Labor requirements Vs. Educational offering

Top Management

- 5% Graduate

Middle Management

- 69% Undergraduate

Specialized or Middle Level Technician

- 14% Technological

Qualified Workers

- 13% Technical

Semi-qualified or Non-qualified workers

- 61% Population Without Tertiary Education

29% Gross Enrollment In Tertiary Education
The G20’s criteria for choosing UNIMINUTO

• Education accessible to people at the base of the pyramid.
• Lower tuition fees.
• Long-term student loans.
• Academic programmes according to the needs of each region.
• Social work required for graduation.
UNIMINUTO’s Strategies for a growth as Inclusive University

a. Regional Expansion
b. High Quality
c. Relevance and Alliances to Productive Sector
d. Affordable Tuition
e. Educational Financing
f. Social Innovation Science and Technology
a. Regional Expansion
Campus: 11

Total Students: 69,751

- High School in Integration: 7,400
- Undergraduate and Graduate: 62,057
- Job Training: 294
- Total Students: 69,751

Source: Coordinación de Inteligencia de Negocios y Estadística
b. High Quality
1. Qualified Register

- 124 Programs with Qualified Register undergraduate
  - 1 Master in Education

2. Voluntary Accreditation of Programs

- 8 accredited Programs
  - 4 Programs in Accreditation Process

3. Institutional Accreditation

- Institutional Accreditation in 2011-2013
23 Research Groups with excellence, recognized by government entity responsible for evaluating: COLCIENCIAS

Areas

- Humanities and Social Sciences (8)
- Education (4)
- Engineering (10)
- Economics (1)

<table>
<thead>
<tr>
<th>Category</th>
<th>No. Groups</th>
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<td>A1</td>
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<tr>
<td>B</td>
<td>1</td>
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<tr>
<td>C</td>
<td>9</td>
</tr>
<tr>
<td>D</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
</tr>
</tbody>
</table>
SURPLUS
(% on net corporate income)

Source: Coordinación de Inteligencia de Negocios y Estadística
2012 Proyectado
c. Relevance and Alliances to Productive Sector
Alliances with the Productive Sector

Ministry of Education

SKILLS

FUNDS COMPETITIONS

PRODUCTIVE SECTOR

SKILLS

COFFEE

BPO

OIL PALM

RICE

MICRO CREDITS

CONSTRUCTION

EDUCATIONAL CYCLES

New Sectors: Cocoa, TIC, Mining.
d. Affordable Tuition
## Affordable Tuition
### 2012 Semester (Prices UNIMINUTO)

<table>
<thead>
<tr>
<th></th>
<th>Technical Programs (1 year)</th>
<th>% Subsidies</th>
<th>Technological Programs (2 to 3 years)</th>
<th>% Subsidies</th>
<th>University Programs (4 to 5 years)</th>
<th>% Subsidies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Ministry of Education</td>
<td>US$ 465</td>
<td>22%</td>
<td>US$ 886</td>
<td>4%</td>
<td>US$ 905</td>
<td>21%</td>
</tr>
<tr>
<td>Main Campus</td>
<td>US$ 363</td>
<td>23%</td>
<td>US$ 427</td>
<td>54%</td>
<td>US$ 636</td>
<td>44%</td>
</tr>
<tr>
<td>Other Campus</td>
<td>US$ 363</td>
<td>22%</td>
<td>US$ 361</td>
<td>61%</td>
<td>US$ 630</td>
<td>45%</td>
</tr>
<tr>
<td>Distance or Virtual</td>
<td>US$ 361</td>
<td>23%</td>
<td>US$ 361</td>
<td>61%</td>
<td>US$ 630</td>
<td>45%</td>
</tr>
</tbody>
</table>
Minimum Legal Wage in Colombia USD $ 315 per month

Average monthly tuition per student at UNIMINUTO USD$ 60- 80
e. Educational Financing
201,530 Student loans totaling $61.5 (USD) Million
f. Social Innovation
Science and Technology

Forming ethical citizens, committed, able to transform their own lives and their environments.

Strengthen social and community organizations.

Local Development

Education for Citizenship

Social Thought
Schools and Research Centers

- School of Peace and Development
- Research Center of Human and Social Investigations - CEIHS
- Research Center and Investigations in Social Housing - Cenvis
- School on Solidarity Economy - ECOSOL
The Scientific Social Innovation Park has been conceived as a specialized structure for the development of projects that generate solutions to social problems, working jointly with the communities.

**SCIENTIFIC PARK**
Stimulates and negotiates the knowledge and technology among universities, companies and communities.

**SOCIAL INNOVATION**
Solving problems that limit the conditions of people's life and communities.

**HOW IT WORKS**
- Articulating universities, companies, unions, communities, people.
- Connecting experts, problems, solutions and resources.
GENERATING SOLUTIONS FOR:

• ACHIEVING EQUAL OPPORTUNITIES
  • Decent housing
  • Education for all

• ACHIEVING THE CONSOLIDATION OF PEACE
  • Food security
  • Protection of water resources
  • Adaptation to climate change
  • Citizenship for peace
  • Education for development
  • A culture of peace and non-violence
  • Sustainable agriculture

ACHIEVING ECONOMIC GROWTH AND COMPETITIVENESS WITH EQUALITY

• Social, cooperative and community enterprise
• Inclusive businesses
• Fair trade
• Social brands
• Overcoming of informality
3. Lessons Learned and Challenges
1. **COVERAGE**

a. Approach the "Client" the Services of Higher Education (go to them).

b. Tuition should be appropriate to the student’s "pocket"

c. It is vital to have an efficient Educational Credit System. The University should be involved in educational loans.
1. **COVERAGE**

d. Quality Virtual and Distance Education, contributes to the globalization of higher education.

e. The University must be near or “in” the schools in the last two grades (missing link).
2. **QUALITY**

a. Seek, achieve and maintain quality is an imperative.

b. The Quality "pay", generates a virtuous circle.

c. The quality should be: academic, financial, technological and management.

d. Teachers are backbone of the quality, not protagonists.

e. Technology is vital to support the teaching quality.
3. RELEVANCE

a. Programs **should** be relevant to local and regional development.

b. Programs must be "living curriculum" according to the needs of the productive sector.

c. New programs must be positioned in youth’s minds.
a. Increase our focus on User's Services rather than an Academic Product.

b. Achieve Institutional Accreditation. (High Quality)


d. Extend the new models of Educational Financing.
Challenges

e. Increase the use of the **new technologies** applied to the education.

f. **Transfer** or **Replication** the UNIMINUTO model to the regions and abroad. (Africa – Latin America)

h. Get **International Financing** for the new projects.
Leonidas López Herrán
Rector General
rectorgeneral@uniminuto.edu
CHANGING LIVES
First institution to obtain an investment in support of the Higher Education sector in Colombia.

Harvard Kennedy School of Government – Case Study
## Administrative Quality

### Finance Administration and Administrative

**Academic administration System:**
- BANNER

**Administrative and Finance Information System:**
- SAP
- SIMCO +

**Administration System of Quality:**
- ISO 9001:2008
Circle of Poverty

Education + Funding = Breaking the vicious circle of poverty

• To improve the standard of living it is necessary to generate income (work)

• In order to become a skilled laborer it is necessary to have studied.

• In order to study it is necessary to have financing

• In order to get financing it is necessary to have the capacity to pay and a guarantor.
Main Campus
“San Juan Eudes” Building

Financing - IFC
Soacha Campus
3rd Phase
UNIMINUTO, Changing lives
Campus Bello - New Building
Challenges going forward: Enrollment

Source: Coordinación de Inteligencia de Negocios y Estadística
Social Financing

Over 257,000 loans for Higher Education. Worth more than $133 million (usd)

• More than 400 micro entrepreneurs assisted

• More than 200 families awarded housing loans