Development, challenges and proposals from a reflection on University Social Responsibility in the PUJ

Office for the promotion of USR

2018
POINTS TO BE ADDRESSED

1. Objective

2. Brief summary, history of the question regarding USR in the University (contributions University-Society)

3. Development of the Office for the promotion of USR

4. Current restructuring of the Office: challenges and proposals
1. Objective:

Present the development of the Office for the Promotion of University Social Responsibility and the challenges this presents in the midterm in light of the most recent appointments and functions, seeking to standardize and contribute to the University Planning 2016-2021
POINTS TO BE ADDRESSED

1. Objective

2. Brief summary, history of the question regarding USR in the University (contributions University-Society)

3. Development of the Office for the promotion of USR

4. Current restructuring of the Office: challenges and proposals
## 2. Brief History of the USR Question

<table>
<thead>
<tr>
<th>RECTOR</th>
<th>PERIOD</th>
<th>PLANNING</th>
<th>USR – INSTITUTIONAL ISSUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>P. Gerardo Arango, S.J.</td>
<td>1989-1996</td>
<td>First Institutional Planning: forward-looking analysis of the country. Question the University for their response on contributions to making this the country we wish to have.</td>
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<td>- Reflection on faculties in the Colombian framework: a forward-looking vision: contributions from every discipline on the problems facing Colombia.</td>
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<td>- USR in substantive functions, Management and Contributions to Value Added.</td>
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<td>- Participative approach to building: USR POLICY – CREATION OF THE USR OFFICE.</td>
</tr>
<tr>
<td>P. Jorge Humberto Peláez P., S.J.</td>
<td>Feb/2014 to present</td>
<td>University Plan 2016-2021</td>
<td>- REFLECTION ON LEADERSHIP – SYMPOSIUM LAUDATO-SI -</td>
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<td>- New Model of Institutional Planning; participative approach to building</td>
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<td>- University Plan: 2016-2021 : Megas, programs, contributions</td>
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<td>- Focused approach on:</td>
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<td></td>
<td>- Central issues—of an academic nature</td>
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<td>- Relevance of contributions to the reality of the country</td>
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<td>- Optimization of Management resources</td>
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<td></td>
<td>- OF.USR: Formalize S.J. work relations – Coordinate regional project</td>
</tr>
</tbody>
</table>
POINTS TO BE ADDRESSED

1. Objective

2. Brief summary, history of the question regarding USR in the University (contributions University-Society)

3. Development of the Office for the promotion of USR

4. Current restructuring of the Office: challenges and proposals
3. Stages: Office for the Promotion of USR: in the PUJ context

- **2008 - 2011**: Planning stage
  - History of planning and university outreach from its contributions to society. Creation of an Office that heads up the promotion of the issue-question of social advocacy.

- **2012 - 2015**: Recognition stage
  - The need to recognize the existence of contributions of the University and to understand the reflections regarding its academic social responsibility (recognition of persons and requirements of the Province—based on the question of social advocacy).

- **2016 - 2021**: Coordination and Standardization stage
  - Priority of the University based on target aims.
  - Role of the Office’s coordination—based on the question of social advocacy.
3.1. Planning Stage – Office of USR

- **Planning Stage** (2008 - 2011)
- **Recognition Stage** (2012 - 2015)
- **Coordination and Standardization Stage** (2016 - 2021)
3.1. Planning stage – Office of USR

Objectives sought in the development of this stage

**Conceptualization**: Building a **USR concept** in accordance with the PUJ principles

Reflection workshop, Committee for policy making, **building from within**: mission, possibilities and the stakes involved.

**Conceptualization** of USR and an approach to other theoretical and management perspectives: **PUJ pioneering model**
Since the university has good aims, it is therefore socially responsible.

Social responsibility follows a moral imperative, and we should do good things for society. (philanthropy) (extension, social outreach) What about from the inside? Social transformation?

Social responsibility is: “Voluntary” commitment vs. Responsibility

Trend vs. Imperative demanded by civil society from organizations

Act is not the same as impact. (”Men know at times what they do (results), they never know why they do what they do (impact). Paul Valéry)
### 3.1. Planning Stage—Office of USR

#### USER IMPLEMENTATION TRENDS

- **Managerial or Directors**
  - Inf. Bricall
  - François Vallaey

- **Regulations**
  - Global Pact: Millennium objectives
  - Talloires network: citizenship

- **Transformational**
  - Lerning-service
  - Research.: Mode 2. Gibbons
  - Social leadership: Klisberg
  - Social Commitment-

#### USER COMPREHENSION TRENDS

- **Consequentialist**
  - Reactive
  - Welfare assistance
  - Importance of Rankings

- **Contractual**
  - Specific projects
  - Social debt-NGO

- **Forward-looking**
  - Univ: social actor that contributes to social change.
  - Importance of Context Analysis.
  - Transparence. Eval.3os.

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**The PUJ: Innovative process: Spirituality:** From what we are ACADEMIC NATURE (inside) toward what we wish to be and do

**Understanding:** IMPERATIVE ETHICAL COHERENCE – Organizational culture .... Then it is managed
3.1. Planning Stage—Office of USR

Objectives sought in the development of this stage

Conceptualization: Building a USR concept in accordance with the PUJ principles

Reflection workshop, Committee for policy making, building from within: mission, possibilities and the stakes involved.

Dynamic work proposal, jointly-constructed with the Areas, as an exercise in accompaniment based on ethical questions and proposals for academic activities

Conceptualization on USR and an approach to other theoretical and management perspectives: PUJ pioneering model

Initial planning: presented and provided with feedback from the Committee of the Rector’s Office

Planning: Structuring the Office for the Promotion of USR

Office for the Promotion of University Social Responsibility --USR
3.1. Planning Stage—Office of USR

Processes and deliverables: results of the development of this stage

Office Plan, 2012-2015

**Strategic Processes**

- Coordination with the Planning Process
- Standardization of quality assurance models
- Alignment with AUSJAL models and dialog with other networks, institutions and Works

**Mission processes**

- Support for the implementation of the USR policy on substantive functions and in the management
- Move forward on conceptual categories that describe the social impact of the PUJ activities—revision of data in the information systems
- Construction is started on the baseline actions of the University in the USR framework
3.2. Recognition Stage – Office of USR

- **Planning Stage**: 2008 - 2011
- **Recognition Stage**: 2012 - 2015
- **Coordination and standardization stage**: 2016 - 2021
3.2. Recognition Stage – Office of USR

Objectives sought in the development of this stage

PUJ COMMUNITY

- Divulge
- Inquire
- Accompany

Dialog and collaboration with the Secretary of Planning: Participation of the Quality Committee

Information standardization: studies on USR--SNIES

PUJ Coordination Relation with Works of the Company of Jesus (2011 Circ.2014)

Outreach and understanding stage of the processes of Works – Regionalization
3.2. Recognition Stage – Office of USR

Mission processes - substantive roles

Office of the Vice-chancellor for Research

**Divulge**

USR Policy

Office of the Vice-chancellor for Academics

**Inquire**

Faculties

Office of the Vice-chancellor for Extension and I.R.

**Accompany**

Institutional programs - USR (PROSOFL, Mobile Lives, CJDT)

Office for the Promotion of University Social Responsibility -- USR

Spreading of the USR Policy, starting the processes of **appropriation and recognition** by the Academic Areas
3.2. Recognition Stage – Office of USR

Mission Processes – substantive functions

Office of the Vice-chancellor for Research

- Substantive role of Research projects
  - Inquiry in the Areas about social advocacy and the contributions resulting from the academic activities

Office of the Vice-chancellor for Academics

- Substantive Role of Teaching
  - Internships and graduation papers

Office of the Vice-chancellor for Extension and I.R.

- Substantive role of Service, Activities of Extension

Office for the Promotion of University Social Responsibility – OFRSU

- Institutional programs - USR (PROSOFL, Mobile Lives, CJDT)

Faculties

- Added Value of role

Inquiry in the Areas about social advocacy and the contributions resulting from the academic activities

Questions regarding social advocacy based on substantive role

Divulge

Inquire

Accompany
3.2. Recognition Stage – Office of USR

Mission Processes – substantive functions

Office of the Vice-chancellor for Research

Office of the Vice-chancellor for Extension and I.R.

Divulge

Inquire

Accompany

Office of the Vice-chancellor for Academics

Faculties

Institutional programs- USR (PROSOFI, Mobile Lives, CJDT)

Accompaniment of the Areas: recognition and strengthening of current and potential contributions, in light of the question of social advocacy

Resulting through the reflections and initiatives generated

Office for the Promotion of University Social Responsibility – USR

OFRSU
3.2. Recognition Stage – Office of USR

Mission Processes -- University Affairs and management

Divulgación de la Política RSU, inicio de procesos de apropiación y recognition from the Offices of the Vice-chancellor

**Divulge**

Inquiry into the social advocacy and the contributions made by the Offices of the Vice-chancellor

**Inquire**

Accompaniment in the reflection on the current and potential contributions in the light of the social advocacy of the PUJ

**Accompany**

Inquiry into the internal-external social advocacy / formation processes

VR-AFFAIRS

USR policy

VR-ADMIN

USR policy

Reflection on USR: Human Talent / purchases and provisions / focus on environment

Office for the Promotion of University Social Responsibility -- USR
3.2 Recognition Stage – Office of USR
Study methodology

**Theoretical referents**
- Institutional referents:
  - Ignatian Educational Model
  - Joint Educational Project of the Company of Jesus for Latin America CPAL
- Educational Studies of Science CTS (Science Technology Society)

**Type of Study**
- Exploratory descriptive
- Quantitative and qualitative tools:
  - Description of the express purpose of social advocacy in PUJ.

**Source of primary information**
- Research projects registered and approved in SIAP
  - The majority of information must be collected based on the readings of each proposal: SIAP has very limited space for data.
- Research reading consistent with GEA and the Office of the Vice-chancellor for Research

**Institutional referents**
- Lonergan S.J. Bernard Turner S.J. Frank
  - Advocacy
- Estébanez, María Elina Vaccarezza, L.
### 3.2. Recognition Stage – Office of USR

**Description of impact - Categories of analysis**

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Socio-technical networks</strong></td>
<td>Diffusion of scientific and technological knowledge</td>
</tr>
<tr>
<td>Who the PUJ interacts with in terms of research:</td>
<td>Networks</td>
</tr>
<tr>
<td></td>
<td>Participative nature</td>
</tr>
<tr>
<td><strong>2. Potential contextual characterization</strong></td>
<td>Geographic location--region</td>
</tr>
<tr>
<td></td>
<td>Social groups</td>
</tr>
<tr>
<td></td>
<td>Diverse areas of impact</td>
</tr>
<tr>
<td><strong>3. Academic offerings of the University as producer and disseminator of knowledge</strong></td>
<td>Thematic areas</td>
</tr>
<tr>
<td></td>
<td>Academic areas</td>
</tr>
<tr>
<td></td>
<td>Major themes</td>
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<td></td>
<td>Institutional mission</td>
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</tbody>
</table>

**Contributions from and for the scientific community:**

Region and community component:
### 3.2. Recognition Stage – Office of USR

Substantive role of Research -- OFI/Vice-chancellor for Research and OFRSU

<table>
<thead>
<tr>
<th>Project</th>
<th>Results</th>
<th>Products</th>
<th>Actors</th>
</tr>
</thead>
</table>
| Studies: Base line approach to potential social advocacy based on the research proposals of the Pontificia Universidad Javeriana | Groups of directors and leaders of research in the University in the process of appropriation and discussion of the USR policy | 1. **Conceptual Framework** on social impact from:  
   - Institutional Referents (S.J.)  
   - Social studies in science  
2. **Category Analysis** description of social impact.  
3. **Advances in base lines**: study approach on potential social impact, from the research proposals of the PUJ:  
   3.1 Period: 1990-2012 (representative sample)  
   3.2 Period: 2012-2013  
Dr. Consuelo Uribe, Vice-chancellor (2013-2017)  
Dr. Doris Morales, OFI Professional  
Dr. Alba Rocio Puentes, Coordinator of Regionalization – VI.  
Consultants:  
Dr. Carlos Gómez R.  
Department Director.  
Epidemiology clinic and statistics  
Prof. María Nelcy Rodríguez. Statistics.  
**GEA = Expert Support Group** |

| Inclusion of categories of social advocacy on SIAP | Delivery to the VRI of the document with categories of potential social advocacy.  
Settings and information inclusion in SIAP |                                        |                                        |

Office for the Promotion of University Social Responsibility -- USR

OFRSU
## Projects/processes

| Social appropriation of knowledge in the PUJ | Group of directors and researchers thinking about the question of appropriation, evaluation and impact  
• Dialog with Colciencias and productive sectors | - Proposal and realization of the Forum: “Social **appropriation** of knowledge: a dimension of University Social Responsibility” (October, 2014)  
- Reports on the reflections  
- Audiovisual sample of Social Appropriation of Knowledge in the PUJ | Office of the Vice-chancellor for Research  
**Dr. Consuelo Uribe** Vice-chancellor (2013-2017)  
**Dr. Doris Morales**, OFI Professional  
**Dr. Alba Rocio Puentes**, Coordinator of Regionalization – VI.  
Consultants:  
**Dr. Carlos Gómez R.**  
Department Director. Epidemiology clinic and statistics  
Prof. María Nelcy Rodriguez. Statistics.  
**GEA = Expert Support Group** |
| Contribution to the building of a Research Policy standardized to the USR policy | Reflection and dialog sessions | Document with the reflections from the Office of USR with suggestions for **research policy.** |}

**Office for the Promotion of University Social Responsibility -- USR**
Permanent consulting from the Group of Support Experts: GEA for USR policy study, the characterization and discussion of social impact and methodologies.

- Andrés Samper – Faculty of Arts
- Nelson Obregón – Faculty of Engineering
- Flavio Jácome – Faculty of Economic Sciences and Admin
- Claudia Campos – Faculty of Sciences
- Marcela Forero – Faculty of Philosophy
- Roberto Vidal – Pensar Institute
- Angela Umaña – Genetics Institute
- Eduardo Díaz – Bioethics Institute

Professor members

Members of the Vice-chancellor’s Office for Research

Daniel Castillo - Research Director
Óscar Hernández - Artistic Creation Assistant
Rocío Puentes - Research Supervision
Delegado – Innovation Supervision

OFRSU

Office for the Promotion of University Social Responsibility – USR
### 3.2. Recognition Stage – Office of USR

#### Substantive Role of Teaching – Academic Areas

<table>
<thead>
<tr>
<th>Projects/processes</th>
<th>Results</th>
<th>Products</th>
<th>Strategic Actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studies on USR: Substantive Role of Teaching</td>
<td>- Reflection with the academic areas on social advocacy.</td>
<td><strong>Advances on base lines:</strong> Study approach on the social impact of teaching activities (internships, graduation papers) of PUJ:</td>
<td>Faculties: Directors of Major Studies Coordinators of internships</td>
</tr>
<tr>
<td></td>
<td>- Focused on university internships and graduation papers (undergraduate and graduate).</td>
<td>- 2011-2012&lt;br&gt;- 2013-2014</td>
<td>Company of Jesus: Works and regionalization process of the Colombian Province</td>
</tr>
<tr>
<td>Coordination of social internships with Works of the Company of Jesus (2015)</td>
<td>- <strong>Approach, dialog</strong>, regional contexts and processes Works of the Company of Jesus&lt;br&gt;- Understanding pedagogical and accompaniment processes, Faculties.</td>
<td>- <strong>Prior training</strong> for students&lt;br&gt;- <strong>Systematizing:</strong> Work of the S.J. Works – regional stakes – and accompaniment – standardization professors and students&lt;br&gt;- First proposal: reflection process on social internships (with V.Acad.)</td>
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</tr>
</tbody>
</table>
### 3.2. Recognition Stage – Office of USR

**Substantive Role of Service---VERI, Academic Areas**

<table>
<thead>
<tr>
<th>Projects</th>
<th>Results</th>
<th>Products</th>
<th>Strategic Actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studies on USR: Activities University Extension</td>
<td>- Reflection by the directors of the Office of the Vice-chancellor for Extension and Interinstitutional Relations--VERI social advocacy-impact Consulting and Continuing Education - Reflection with Professor Leaders, current and potential social contributions of University Extension activity.</td>
<td><strong>Advances on base lines:</strong> Study approach on the social advocacy of extension activities at the PUJ: - 2011-2012 - 2013-2014 Advance reflection on <strong>category inclusion of</strong> social advocacy, <strong>in information systems</strong></td>
<td>Directors of the Office of the Vice-chancellor for Extension and I.R.: Consulting Office—Professors that lead consulting (20) Office of Continuing Education</td>
</tr>
<tr>
<td>Office of the Rector: Call for Papers &quot;San Francisco Javier&quot;</td>
<td>- Reflection <strong>meaning</strong> San Francisco Javier call for papers: contribution to the substantive role of Service - Strengthening evaluation processes and knowledge management within the Call for Papers</td>
<td>- <strong>Updating</strong> the terms of reference and guideline format design - <strong>Final reports</strong> on the projects approved of in 2006 - Relation of resulting <strong>academic products</strong> - Series (1,2,3), <strong>general books</strong>: Social budget projects (1ª- 8ª conv.).</td>
<td>Consultant Legal Department Professor Project leaders</td>
</tr>
</tbody>
</table>
### 3.2. Recognition Stage - Office of USR

#### Institutional Programs - USR (PROSOFI, Mobile Lives, CJDT)

<table>
<thead>
<tr>
<th>Projects</th>
<th>Results</th>
<th>Products</th>
<th>Strategic Actors</th>
</tr>
</thead>
</table>
| USR institutional program accompaniment: PROSOFI | - Reflection on *social advocacy* and *social impact* at the *internal* and *external* levels of the programs:  
- Accompaniment and understanding of the ethical, methodological and management topics. | - Chapter USR studies, on contributions and processes from PROSOFI  
- Accompaniment pilot on *evaluation* PROSOFI stage 1 closure stage | Program coordinator teams  
S.J. Works – regionalization process (specific cases) |
| USR institutional program accompaniment Mobile Lives |  | - Chapter USR studies, on contributions and processes from Mobile Lives  
- Accompaniment *coordination* change Planning program |  |
| USR institutional program accompaniment: Legal Clinic on Law and Territory |  | - Chapter USR studies on contributions and processes from CJDT  
- Participation in *Biannual Colsubsidio* on systemization of social inclusion |  |
POINTS TO BE ADDRESSED

1. Objective

2. Brief summary, history of the question regarding USR in the University (contributions University-Society)

3. Development of the Office for the promotion of USR

4. Current restructuring of the Office: challenges and proposals
3.3. Coordination and Standardization Stage – Office of USR

2008 - 2011

- Planning Stage

2012 - 2015

- Recognition Stage

2016 - 2021

- Coordination and standardization Stage
3.3. Coordination and Standardization Stage—Office of USR

**PUJ CONTEXT:**

Need to **jointly construct with the areas guidelines** for the concrete development of processes from the USR Policy

University Planning Wager: targeting, questioning the **contributions** of the University

Role of **coordination** that must be taken from the Office: question for the Region-University standardization

**Project Coordinator (Service):** Contribution of substantive roles in service. University standardization—Regions—standardization of substantive roles

**Professor. Research:** Inspire and accompany processes of substantive roles in Research

**Professor. Teaching:** Inspire and accompany processes of substantive roles in Teaching

**SELF-REFLECTION AND RENOVATION OF THE OFFICE OF USR:**

**UPDATE USR POLICY**, unification with Javeriana-Cali

Restructuration of action roles, rethink the name of the: Office of University Social Responsibility

**Office Head**
3.3. Coordination and Standardization Stage—Office of USR

**PUJ CONTEXT:**

Need to **jointly construct with the areas guidelines** for the concrete development of processes from the USR Policy

University Planning Wager: targeting, questioning the **contributions** of the University

Role of **coordination** that must be taken from the Office: question for the Region-University standardization

**SELF-REFLECTION AND RENOVATION OF THE OFFICE OF USR:**

Actualización Política RSU, unificación Javeriana-Cali

Restructuration of action roles, **rethink the name of the**: Office of University Social Responsibility

**Objectives:** sought in the development of this stage

- Inspire
- Accompany
### 3.3. Coordination and Standardization Stage—Office of USR

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Processes and products in the development of the stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question the <strong>social advocacy/impact</strong> of the PUJ</td>
<td><strong>Reflection and evaluation guidelines</strong> for the social advocacy/impact of the academic activities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PUJ University Planning</th>
<th>Coordination Committee Secretary of Planning—Office of USR</th>
<th><strong>Evaluation of social advocacy/impact:</strong> methodologies and indicators</th>
<th>Contributions “Design and implementation of an institutional model of “accountability”</th>
<th><strong>Quality</strong> committees, relevant models at PUJ; institutional and substantive roles</th>
</tr>
</thead>
</table>

| USR advocacy in Higher Education policy | Strengthening of the **conceptualization** in networks, as an **ethical** question of university duty. | **Key elements** of advocacy in public policy, from reflection exercises on ongoing **social practices** |
Processes and products in the development of the stage

Inspire

Office of the Vice-chancellor for Research

Feedback Call for research – SJ. Works Research Call to advance on the concept of advocacy/impact of PUJ research.

PUJ program in the Colombian Amazon

Guiding principles for accompaniment and self-reflection.

PUJ Institutional Programs, USR policy

Faculties

The Office of the Vice-chancellor for Academics

OFRSU

Office for the Promotion of University Social Responsibility --USR

The Office of the Vice-chancellor for Extension and IR

Mission

Accompany

Reflection practices
Understanding and guidelines built together (System) Feedback DPA self-evaluation model.

Formulation and implementation coordination and standardization of academic initiatives

Feedback, guidelines
University Extension Activities. Critical reflection of impact of VERI activities.
Accompaniment of the OFRSU in more specific representative contributions

People in situations of displacement

Community accompaniment in self-management processes

Legal Clinic on Law and Territory

Right to lands and socio-judicial accompaniment
Coordination that accompanies, University-Region Program Colombian Amazon

The program is an institutional strategy to articulate academic activities at the service of Colombian Amazonian Region. The proposal is for the specific mission of the University to be linked strategically to the regions of the country, thusly linking the territorial actors with the principal actors of the country’s capital.

Introductory Video:

http://www.javeriana.edu.co/rectoria/practicas-sociales-en-obras-de-la-compania-de-jesus

Office for the Promotion of University Social Responsibility -- USR
Processes and products in the development of the stage

Dialogs on achievements: “Social Knowledge and Responsibility” line

Team work schemes for the formation of the educational community: promoting autonomy of the Areas according to their nature

Coordinate linking processes between the University and society (voluntary work) with other academic processes
Processes and products in the development of the stage

CONTRIBUTION TO INSTITUTIONAL THEMES

CONTRIBUTION

Contributions to the university reflection regarding the substantive role of service, from

Knowledge Management: systemization and circulation

ACTIVITIES

Dialog with PUJ-USR Institutional Programs, Call for social Budget project support SFJ and VERI

Understanding and contribution to the conceptualization of the substantive role of Service, from PUJ, S.J. documents and mission statements and accompaniment experiences of the Office of USR

Accompaniment in the thoughtful systematization of Call for projects San Francisco Javier and Cerros Orientales Program (pilots), with the purpose of institutional learning

Consultancy in the Systematization-Evaluation of academic experiences, from guiding principles based on Ignatian Spirituality

Mission
The Office of USR is an area associated with the Office of the Rector, based on institutional principles, especially regarding the search for common good and the well-being of people. It inspires and accompanies the different Areas of the University with the following objectives:

• Promote self-reflection and appropriation of the USR principles at the individual and collective level as an ethical imperative of coherence to the institutional cornerstones, based on the nature of each Area.
• Strengthen the culture of Social Responsibility at the PUJ, as a principle that is based on the institutional values and can be evidenced in the labors of the University, thusly contributing to the Vision of the PUJ.

To achieve a “form of being and doing the university” in line with its principles, acting as an agent of social transformation that contributes to society and that hopes to build on this in accordance with its mission.
Modus Operandi of the Office

**Ethics of accompaniment**

Centered on processes of jointly built dialogs with the Areas
Their moments are respected
Freedom and autonomy of the areas in accordance with their nature
**The Areas are the protagonists** – The Office of **USR accompanies them**

**Purposeful Reading of the Context**

The Office responds to moments of university reflection: In accordance with the priorities and processes of the PUJ
**Joint construction of** Processes and products that are relevant and useful to the appropriation of USR in the different Academic Areas

**Academic Rigor as demanded for the labor**

This implies ethical reflection – study theme and constant formation
Conquer the university context scenario – dialog with academic peers
Advance in the PUJ understanding of the **USR concept**: a cross-sectional academic endeavor and in the framework of the mission principles
Team of the Office of USR - Contacts

Professional – Professor:
Psj. Alexandra Barbosa C.
barbosa_Alexandra@javeriana.edu.co

Project Coordinator:
Anthropologist Andrea Buitrago O.
andreabuitrago@javeriana.edu.co

Office Head
Engineer Marcela Cuevas G.
marcela.cuevas@javeriana.edu.co

More information:
http://www.javeriana.edu.co/rectoria/responsabilidad-social