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CASE Latin America Platinum Awards

1. Program title



2. Universidad del Norte

2.1 Brief Description

Universidad del Norte is a non-profit higher education institution where a group of local businessmen view the necessity of creating education at higher levels for the North Caribbean Region. In January 24th 1966, the institution was founded in Barranquilla, Colombia with a deep sense of ethics, transparency and excellence in its academic, extension and research activities.

Following the principles, values and objectives stated since it was created, the university has the mission of providing a world-class education for students. Additionally, the institution aims to contribute to the development of the society and the country by its institutional presence especially in the Caribbean Region. The institution has always been committed to the development of the social, political, economic, environmental, and cultural dimensions of society with a high sense of transparency; also keeping its focus on the academic field which is a natural place of social integration.

Current enrollment is:

Undergraduate: 13.400 students in 27 programs

Post-graduate: 2.178 students in 120 programs

Language programs: Over 7 programs

The Language programs are based on cutting-edge methodologies, which facilitate the learning of foreign languages and cultures. Consequently, these programs support the internationalization process.

According to the highest quality levels of the National Ministry of Education and with the previous concept of the National Accreditation Council, Universidad del Norte has been granted the accreditation in September 05, 2003 and reaccredited in the year 2018. Today Uninorte, as it goes by, is one of the most important and prestigious universities in Colombia, achieving very important national and international accreditations in various academic circles. With a large offering of undergraduate studies, specializations, master's degrees and doctoral degrees, as well as important continuous education programs, social outreach and impact in the community, Universidad del Norte makes a great contribution to the Caribbean Region.

2.2 Strategic planning areas of the institution

- Academic excellence
- Leadership
- Social projection and knowledge impact
- Biodiversity campus and institutional sustainability
- Inclusive university.

2.3 Universidad del Norte's Main Facts

- High-quality and holistically forming education, wide variety of undergraduate and graduate programs.
- Language programs and multiple strategies for internationalization.
- Strategic planning and evaluation processes that allow the creation of scenarios with a dynamic and systemic global vision. The purpose of these processes is to anticipate the future by promoting innovation and creativity.
- Administrative management that supports teaching, research and extension activities in a productive way using creativity, innovation and high quality standards.
- Academic excellence achieved through visible institutional sustainability in the economic, social and environmental dimensions, caring for the responsible use of the environment, and efficient use of the physical infrastructure and technology in the long term.
- Research groups, scientific management and intellectual production.
- The culture and well-developed organizational climate allows the university to be one of the best places to work in Colombia.
- Administrative support units merge with the academic and administrative management providing creative and qualified innovative value and advantages to the community.
- Growth and social development commitment: variety of programs and projects that generate social, public, corporate and economic welfare of the citizens by improving their quality of life.

3. Pop Fair – Professional Orientation Program

3.1 Relationship between the program and the institution's objectives

Among Uninorte's strategic areas, the academic excellence and leadership fields require the recruitment of new students with a high academic level and a strong sense of leadership. In order to approach these high quality students, the university carries out important activities with local and regional high schools with the purpose

of sharing the undergraduate academic programs that the institution offers and the advantages of choosing Uninorte as their university.

In an effort to accomplish the institutional objectives, the university created the Professional Orientation Program (POP). This program attracts excellent students, and accompanies them in the decision-making process of selecting a professional degree, which is a relevant factor to ensure students' permanence in the institution. Additionally, the Professional Orientation Program (POP) develops activities to target educational institutions and families. These activities provide them with tools to support the students' degree selection process by offering valuable information and guidance concerning all aspects related to the university life.

One of the main activities of the Professional Orientation Program is the POP Fair. For over 20 years, this annual fair has a large participation of Senior-year students from the entire Colombian Caribbean Region. The fair is carried out in Barranquilla with an approximate attendance of more than 5,000 students on Universidad del Norte's campus. It also takes place in close-by cities such as Santa Marta and Cartagena with an approximate attendance of more than 2,000 students each year.

Uninorte uses the POP Fair, along with other activities from the Professional Orientation Program and financial aid strategies, including scholarships, to attract high-quality students. These scholarships are given by the university and by contributions from external donors who usually join this initiative to provide an opportunity of transforming student's lives as well as their family and community.

3.2 About the POP Fair

The POP fair aims to provide prospective students with a taste of university life through academic, sports and cultural activities that will motivate them to choose Uninorte as the university to pursue their undergraduate degree.

The POP fair fosters:

1. Solve attendee's questions concerning the different undergraduate programs through academic talks.
2. Share information about the administrative and academic services offered to students.
3. Provide a general campus view in all the different aspects such as academic, cultural, sports and recreational activities, technological infrastructure, and biodiversity sustainable campus among others.

In order to reach the objectives of the POP Fair, a set of activities is planned to address Senior High School students. These activities include talks, contests, experiences and workshops organized by program coordinators and field professional's staff about:

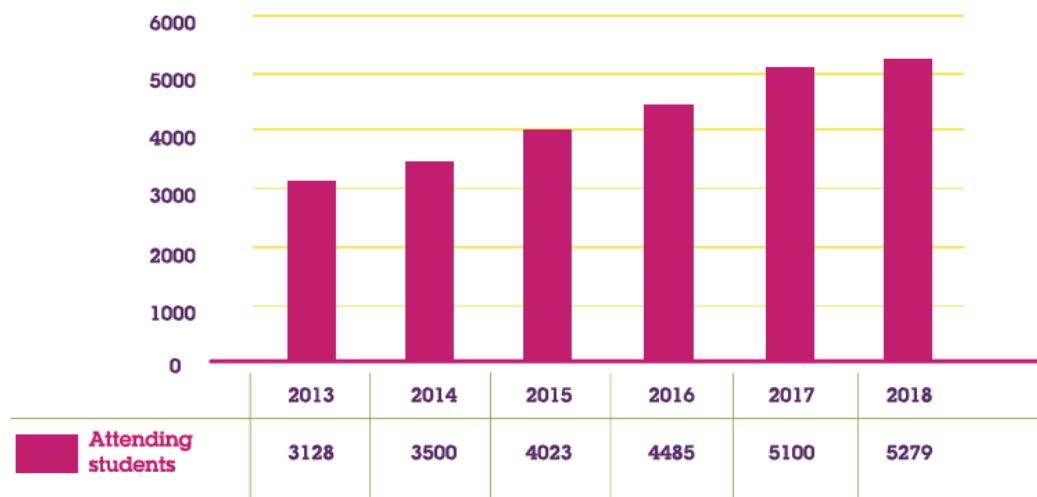
- 27 undergraduate programs
- Foreign language courses offered by the Language Institute and cultural immersion opportunities with the participation of international professors and students.
- National and international student exchange opportunities in agreement with more than 500 universities around the world.
- Scholarships and financial aid opportunities for undergraduate tuition and international mobility programs.
- Programs that promote student welfare, academic and personal development during their university life and cultural, artistic, sports and recreational activities in which students enroll.

Additionally, POP Fair prepares a specific agenda for high schools' career guidance and counselors. Special activities foster their knowledge about education and their job skills with the support of experts in the field. Expectations are that attendees gain a deeper knowledge about the benefits Uninorte has to offer, learn more about the undergraduate programs, financial aid options or scholarships and services in order to facilitate the decision-making process.

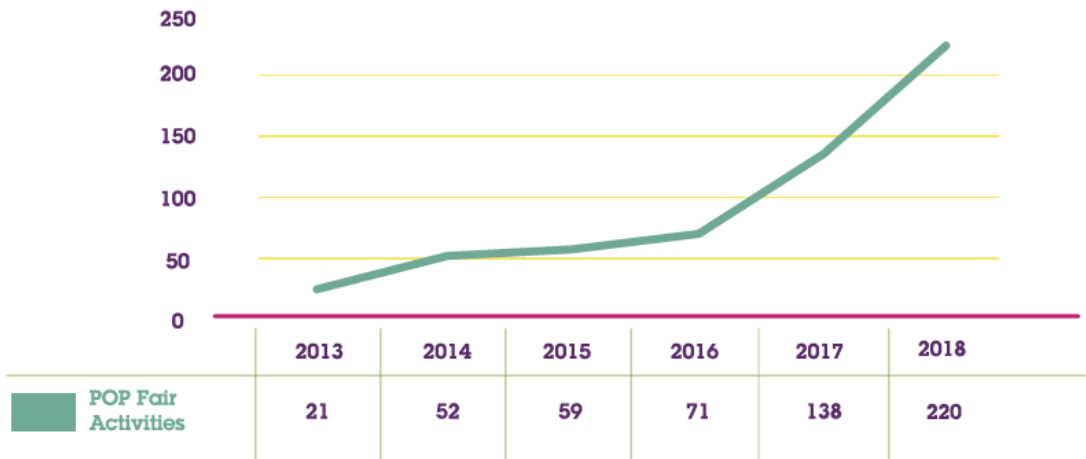
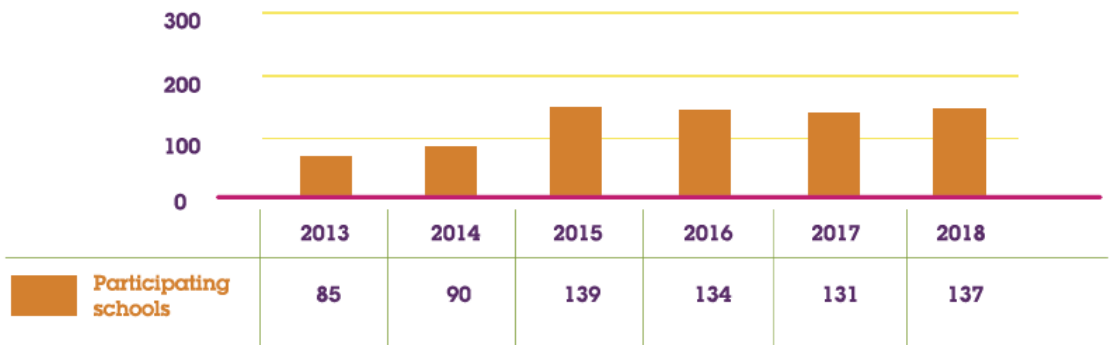
3.3 Evolution of the Fair in the last 5 years

The following charts indicate the growth of the last 5 years in terms of attendance of students, participating high schools and activities.

POP Fair evolution from 2013-2018



POP Fair evolution from 2013-2018



Description of participating schools in 2018

School type

Private schools	85
Public schools	52
Total	137

School origin

Department	City	Number of schools
Atlántico	Barranquilla	94
	Soledad	18
	Malambo	4
	Puerto Colombia	15
	Sabanagrande	1
	Sabanalarga	1
Bolívar	Cartagena	2
Magdalena	Santa Marta	2
Total		137

Ranking

Highly superior	74
Superior	31
High	22
Medium	10
Total	137

Attendees

Students	5279
School counselors	146
Total	5425

ADMINISTRATIVE AND ACADEMICS UNITS INVOLVED IN THE POP FAIR:

There are 38 administrative and academic support units involved in the planning and development of the POP Fair. This entails highly synchronized teamwork skills in order to reach the objectives and make the Fair a success. The main participants are:

Marketing committee: This committee is in charge of establishing the strategic outlines of the Fair. Members: Administrative and Finance Vice-provost, Planning Director, Academic Secretary, Communications and Public Relations Director, Marketing Director, Admissions Director and Director of Service units and business logistics.

Admissions Office: This office is the main organizer of the event. It is responsible

for the creation, coordination and implementation of the POP Fair activities, invitations to high schools and the logistics. Furthermore, it participates in the fair with a stand where they provide information about the enrollment and admission processes for students and high school counselors.

Undergraduate academic coordinators: Prospective students learn more about the specific undergraduate programs in relation to their job-related profile, coursework duties, and specifics about the program through academic advice and talks about their professional interests.

International Cooperation and Development Office: This office promotes information about the different programs, scholarships and financial aid for student mobility. There are more than 500 agreements with high quality universities around the world that make possible academic exchanges, internships, dual-degree programs and Disney International Program.

Language Institute: The institute offers the following languages English, French, German, Italian, Portuguese, Mandarin, Japanese culture and communicative competence in Spanish, especially to Senior high school students.

Library: The library offers information about the services students may access during their studies at Uninorte. These services include book loans, admittance to study rooms, database access, and loans from different outside libraries, among others.

Financial Aid Office: Advises attendees about the multiple benefits that Universidad Del Norte offers within its scholarship program -aimed at students from the Colombian Caribbean region- and the different financial aid alternatives to attract high-performance recently graduated high school students.

Marketing Office: Encourages prospective students to use the “What to study”? App. A user-friendly App where students are able to take a vocational interest test from their mobile devices. This allows them to evaluate their personal interests and foresee a vocational profile connected to related degrees. This office also carries out the logistics and assembling of the fair, registration of attendees, and broadcasting the event in social media platforms in real time.

Students’ Welfare Office: During the fair, this office provides information about the different programs related to art, culture, sports, health, citizenship, leadership, adaptation to university life and counseling among others. All these services will be available during their visit to Uninorte.

Diversity and Inclusion Program: Shares information about the program that aims to promote social inclusion in the community by opening spaces for participation and communication. The purpose of this program includes developing processes of awareness and accessibility for this population.

Service units and business logistics Office: The different service units from this department offer restaurants, a bookstore, a store, a pharmacy and copying and design centers to the community. These units provide entertainment and experiential spaces for its customers so they can fully enjoy their services.

Uninorte FM Radio Station: The radio station staff organizes a guided visit to its state-of-the-art facilities. During this visit, attendees are able to interact with the staff and carry out activities about music and its history.

Cayena Cultural Center: This center participates by carrying out cultural and artistic activities around campus. The goal is to show that these human expressions are an important part of university life.

3.4 POP Fair Planning

POP Fair planning begins 6 months in advance. The goal is to define and calculate physical, financial, technological and human related resources to make the Fair an absolute success. During this stage, different academic and administrative units work together to organize the logistics and plan the activities that are been carried out during the Fair.

Additionally, there is a communication plan aiming to let high schools and target audience know about the different activities that will take place during the event. Admissions staff visits schools from the region to personally hand over the invitations, though they sent by email as well. During the Fair, there is a special stand in case new undergraduate programs are launched and activities such as contests and offers of scholarships prospective applicants of the program. In addition, attendees receive promotional materials of the new program. It is worth highlighting that the University offers these new programs based on the existing demand evidenced by market research conducted through a survey sent to over 5.000 high school students from different schools in the Colombian Caribbean region.

The POP Fair has a staff of undergraduate volunteer students from different programs who are in charge of welcoming, guiding and offering information to the attendees. Their commitment is fundamental to the success of the Fair since they might become a reference for some of the attendees. These volunteer students may be alumni from the high schools invited or might have experienced a national or international academic exchange, among other academic possibilities. Volunteers are trained before the event about their duties in the Fair.

3.5 POP Fair Day:

Transportation for the attending high schools

Pick up buses are available during the POP Fair.

Registration

Attendees register online before the event. When they arrive on campus, they get to the register station where they receive ID stickers to access the activities, schedule of the activities and promotional materials.

Stands tour

Initially, students enter the University coliseum and begin visiting the different stands of the undergraduate programs. Academic Coordinators and current volunteer students of the 27 different programs welcome participants giving them general information concerning the majors and invite them to the activities schedule for the Fair.

In addition to the academic stands, students also find information about Financial Aid, Admissions, International Cooperation and Development, Language Institute, Marketing, and welfare with the activities and programs that students can join during their university life.

Experiential activities on campus

After visiting the stands, attendees welcomed to the activities planned by the academic programs and support offices. These activities are all around the campus including classrooms, labs, sport fields, cultural scenarios and recreational areas.

The POP Fair program included 220 activities in the year 2018 distributed as follows:

- 180 academic activities: talks, workshops, and discussions along with plays, games and contests.
- 30 cultural activities that allowed students to experience university life and meet different services offered at Uninorte. Cayena Cultural Center, the Welfare Office, Uninorte FM Radio Station, Service Units and Business Logistics Office, Language Institute, International Cooperation and Development Office, Ecocampus and Diversity and Inclusion program supported these activities.
- 10 artistic activities showed participants how to access and apply the Uninorte scholarship program and financial aid alternatives.

Some of the most popular academic activities during the POP Fair due to its dynamic performance and relevant themes were:

- Medicine: CPR
- Psychology: Myths and realities of Neuromarketing
- Mass Communications: Learning from the influencers in social media. How they do it and how can you do it.
- Engineering: Rally Competence, enjoy and learn
- International Relations: Irak says that unwillingly accepts sanctions from US to Iran
- Architecture: X-Rays of Design and Architecture

There were nine activities addressed to high school counselors in the 2018 POP Fair. They were a success due to the relevance of the topics discussed and the level of expertise of the presenters, which are part of the staff at Uninorte.

Campus tour

Visitors have the opportunity to get to know the university campus in a guided tour led by Uninorte volunteer students. The tour is organized by stations. In each one of them, participants are welcome by staff members and students who provide relevant

information, perform short activities and share anecdotes. Some of the stations are the library, the bookstore, the shop, the restaurants on campus, the Language Institute and the Uninorte FM Radio Station, among others.

Contests

In order to motivate participation from attendees in the different activities, there are games proposed to encourage learning, integration and enjoyment.

3.6 POP Fair Assessment

After the POP Fair finishes, a survey takes place to evaluate the activities. This survey is sent to a random group of high school counselors and participating students. In this survey, the questions are about their perceptions of the event and we use the results to offer and improve new experiences in future fairs.

Furthermore, there is an internal evaluation with the event organizers to assess positive aspects of the fair and features to improve in the next version. Based on the results from the 2018 evaluation, there will be activities directed toward high school parents of students in their Junior and Senior years. The main objective is to provide them with enough information about the enrollment process and services offered to students.

Finally, the memories of the POP Fair, such as pictures and videos, are published in the Fair's website as evidence of the experiences of the attendees.

4. Budget

The budget for the 2018 version of the POP Fair was of 57.000 USD. This amount included the setting up of the event, transportation of students, support staff and promotional material.

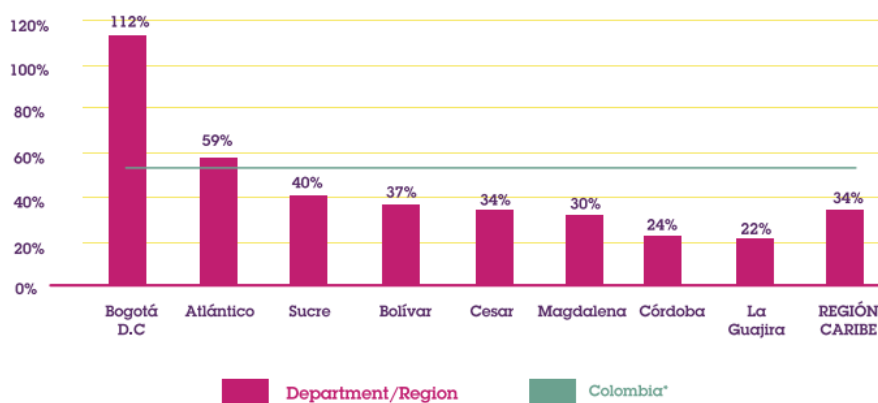
5. Results

- ✓ Strengthening relations between Uninorte and high schools from the Colombian Caribbean Region.
- ✓ Teamwork and synergy between the academic and administrative offices involved in the Fair.
- ✓ Wide offer of academic, artistic and cultural activities for prospective students.
- ✓ Involvement of high school counselors in the Fair's agenda with relevant activities.
- ✓ Increment of 4% of attendees compared to the year 2017.
- ✓ Effectiveness in the online registration prior to the event.
- ✓ Tracking of the academic activities during the event to measure attendance and determine preferences.
- ✓ Guidance of over 5.200 students through the "What to study?" App.
- ✓ Enrollment of 27% of the attendees of the Fair (1278 students) in an undergraduate program at Uninorte for the first academic term year 2019. We expect a significant percentage of 2018 attendees to enroll for the second term of 2019.

6. Fair's social impact

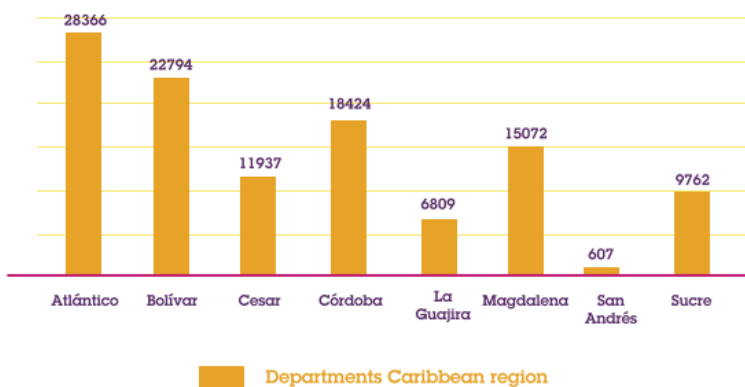
The graph below shows the higher education coverage index in the Colombian Caribbean region. It presents a fact that educational institutions need to commit and take action to raise the number of students who enter higher education. According to data from the National Education Ministry, the higher education coverage index in 2017 was 57.8%. This means that the Caribbean coast is below the national average generating a wide gap against the central regions of the country.

Higher education coverage index. Caribbean region



Universidad Del Norte is located in the Atlántico department where over 28.000 students graduated from High School in the second semester of 2018. Only 59% of them will get access to higher education.

High school graduates in 2018-2



Facing these facts and according to our commitment of social projection, Universidad del Norte allows these students to learn about possible ways to gain access to a higher education institution through the POP Fair. Furthermore, this Fair provides information to future high school graduates with a remarkable academic potential that accessing a distinguished university is plausible even if they have limited incomes. Moreover, options for financial and scholarship programs are shared with the community that, in many cases, are not aware of the existence of these funds for a high quality education.

It can be said that Universidad del Norte is implementing strategies, such as the before mentioned Fair among other actions, to face the issues of unequal access to education and the social exclusion that youths from the Colombian Caribbean region suffer. This makes Uninorte a more inclusive and integrative institution that supports the development of the region by improving its own educational conditions.

Currently, Universidad del Norte has a population of 13.431 students enrolled in undergraduate programs from which 73% were granted access to education through a scholarship or a student loan. 42% out of this 73% of students received a scholarship.

This clearly evidences the importance of Uninorte continuing with a strong commitment to create spaces and designing strategies to improve the education of the Colombian Caribbean region by reaching out to more students and ensuring their enrollment and permanence in the university.

7. Appendix

- Photo gallery
- Video summary