

**Estrutura do Plano Operacional**

**Maputo, Novembro de 2018**

**Índice** (*Estrutura básica do Índice*)

# Introdução

Apresentação da Unidade (*incluir atribuições, visão e missão da unidade ou órgão*)

# Enquadramento Estratégico do Plano Operacional

# Apresentação das Principais Intervenções Estratégicas[[1]](#footnote-1)

## Eixo de Ensino-aprendizagem

### Fundamentação

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| **Eixo de Ensino-aprendizagem**  **Objectivo Estratégico1:** Atrair e seleccionar os melhores estudantes e talentos para os cursos de graduação e pós-graduação da UEM, garantindo as várias dimensões de inclusão e equidade   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | **Cursos oferecidos** | **Regime de oferta** | | | **Nº de docentes por grau académico** | | | **Nº de Estudantes Actual** | | | **Cenários de Crescimento** | | | **Nº de vagas Previstas para 2019** | | | **Nº de vagas Previstas para 2020** | | | | **Nº de vagas Previstas para 2021** | | | | Designação | Lab. | Pós-Lab | EaD | Dout | Mest. | Lic | Lic | Mest | Dout | **C1** | **C2** | **C3** | Lic. | Mestr. | Dout. | Lic. | Mestr. | Dout. | Lic. | | Mestr | Dout. | | 2.5% | 5.0% | 10.0% | | Licenciatura A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  | | Licenciatura A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  | | Licenciatura A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  | | Licenciatura B |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  | | Mestrado A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  | | Doutoramento A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  | |

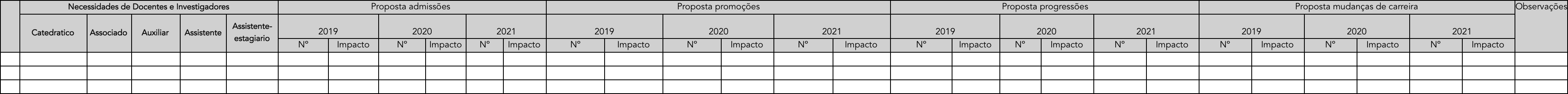
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| **Cursos oferecidos** | **Regime de oferta** | | | **Previsão do nº de estudantes candidatos a defesa para 2019** | | | **Previsão de nº de defesas para 2019** | | | **Previsão do nº de estudantes candidatos a defesa para 2020** | | | **Previsão de nº de defesa para 2020** | | | | **Previsão do nº de estudantes candidatos a defesa para 2020** | | | | **Previsão de defesas para 2021** | | |
| Designação | Lab | Pós-Lab | EaD | Lic. | Mest. | Dout | Lic | Mest | Dout | Lic | Mest | Dout | Lic | Mest | Dout | Lic | | Mest | Dout | Lic | | Mest. | Dout |
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| **Eixo de Ensino-aprendizagem** *(continuação)* | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 2:** Aumentar a relevância, a diversidade de oferta de cursos de graduação e de pós-graduação para responder às necessidades do desenvolvimento nacional e da sociedade | | | | | | | | | | | | | | | |
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| **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | |  | **Subtotais** |
| **2019** | **2020** | **2021** | **2019** |  |  | |
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| **Eixo de Ensino-aprendizagem (***continuação****)*** | | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 3:** Garantir a inovação no processo de ensino-aprendizagem, alicerçada na investigação e extensão | | | | | | | | | | | | | | | | |
| **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | |  | **Subtotais** |
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| **Eixo de Ensino-aprendizagem (***continuação****)*** | | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 4:** Assegurar um ambiente de vida académica e social para o desenvolvimento integral dos estudantes | | | | | | | | | | | | | | | | |
| **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | |  | **Subtotais** |
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| **Eixo de Ensino-aprendizagem (***continuação****)*** | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 5**: Transformar os processos de gestão do processo de ensino e aprendizagem, adequando-os às necessidades de uma universidade de investigação | | | | | | | | | | | | | | | |
| **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | |  | **Subtotais** |
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| **Eixo de Ensino-aprendizagem (***continuação****)*** | | | | | | | | | | | | | | | |

Necessidades de Docentes e Investigadores



**ORÇAMENTO DO EIXO DO ENSINO-APRENDIZAGEM**







## Eixo de Investigação

### Fundamentação

**EIXO DE INVESTIGAÇÃO**

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| **Eixo de Investigação (***continuação****)*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 1:** Garantir a relevância e sistematicidade das prioridades e conteúdos temáticos da investigação, através da adopção de estratégias e planos estruturados de investigação nas unidades académicas da UEM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | | | | **Acções** | | **Indicadores** | | | | **Metas (inserir as metas de cada ano)** | | | | | | **Fonte de Financiamento** | | **Orçamento (10\*3Mt)** | | | | | |  | **Subtotais** | |
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| **Eixo de Investigação (***continuação****)*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 2:** Ampliar a disponibilidade de docentes e investigadores e técnicos de carreira qualificados para a materialização da agenda de investigação da UEM, através do investimento no recrutamento, treinamento e retenção de quadros com vocação para a investigação | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | | | | **Acções** | | **Indicadores** | | | | **Metas (inserir as metas de cada ano)** | | | | | | **Fonte de Financiamento** | | **Orçamento (10\*3Mt)** | | | | | |  | **Subtotais** | | |
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| **Eixo de Investigação (***continuação****)*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 5:** Ampliar a qualidade e quantidade dos trabalhos de investigação realizados na UEM em consonância com as linhas de investigação e os planos de investigação aprovados | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **Eixo de Investigação (***continuação****)*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 6:** Assegurar o incremento de recursos financeiros para a promoção de iniciativas de investigação | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Intervenções estratégicas** | | **Grau de Prioridade** (assinale com X) | | | | | | **Acções** | | **Indicadores** | | | | **Metas (inserir as metas de cada ano)** | | | | | | **Fonte de Financiamento** | | **Orçamento (10\*3Mt)** | | | | | | |  | |
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| **Eixo de Investigação (***continuação****)*** |
| **Objectivo Estratégico 7:** Promover a disseminação estruturada de resultados de investigação, com vista a visibilidade, o alcance e impacto dos resultados da investigação |
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| **Eixo de Investigação (***continuação****)*** | | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 8:** Aumentar os projectos de investigação básica e aplicada e de transferência de tecnologias | | | | | | | | | | | | | | | | |
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| **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | |  | **Subtotais** | |
| **2019** | **2020** | **2021** | **2019** |  |  | |
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1. **Projectos de Investigação**

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| **No de ordem** | **Título** | **Investigadores (as)** | **Faculdade** | **Departamento** | **Fonte de Financiamento (nacional, internacional)** | **Orçamento (em Mts)** |
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1. **Fundos competitivos**

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| **No de ordem** | **Título do Projecto** | **Investigadores (as)** | **Faculdade** | **Departamento** | **Fundo a que concorre** | **Orçamento (em Mts)** |
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1. **Previsão de Publicações por Tipo[[2]](#footnote-2)** 
   1. **Artigo científico, na área de actuação do docente e investigador, publicado em revista indexada (impresso ou em formato digital)**

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| **No de ordem** | **Autores (as)** | | **Ano** | **Título** | **Nome da Revista** | **URL[[3]](#footnote-3)** |
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* 1. **Artigo científico, na área de actuação do docente e investigador, publicado em revista por uma unidade editorial com revisão por pares, não indexada (impresso ou em formato digital) e com ISSN**

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| **No de ordem** | **Autores (as)** | | **Ano** | **Título** | **Nome da Revista** | **URL** |
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* 1. **Trabalho completo, na área de actuação do docente e investigador, publicado em anais de congressos, conferências, seminários, simpósios nacionais ou internacionais, com revisão por pares**

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| **No de ordem** | **Autores (as)** | | **Ano** | **Título** | **Conferência/**  **Seminário/**  **Workshop** | **Data e Local (Cidade e País)** | **Data de submissão** | **URL** |
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* 1. **Livro científico, na área de actuação do docente e investigador, publicado em edição nacional ou internacional, aprovado por Comissão Editorial Académica (impresso ou em formato digital)**

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| **No de ordem** | **Autores (as)** | | **Ano** | **Título** | **Número de Páginas** | **URL** |
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* 1. **Capítulo de livro científico, na área de actuação do docente e investigador, publicado em edição nacional ou internacional, aprovado por Comissão Editorial Académica (impresso ou em formato digital)**

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| **No de ordem** | **Autores (as)** | | **Ano** | **Título** | **Título do Livro** | **Autor do Livro** | **Editora** | **Páginas** | **URL** |
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* 1. **Tradução de livro científico, aprovada por Comissão Editorial Académica, na área de actuação do docente e investigador, (com certificação de autorização do detentor dos direitos autorais) publicado em edição nacional ou internacional (impresso ou em formato digital)**

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| **No de ordem** | **Autores (as)** | | **Ano** | **Título** | **Edição / Suplemento Nº de ISSN** | **URL** |
| **Apelido (s)** | **Nome (s)** |
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* 1. **Publicação de trabalho, na área de actuação do docente / investigador, em cadernos especiais, aprovada por Comissão Editorial Académica (Cultura, Música e outros) (impresso ou em formato digital)**

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* 1. **Publicação conjunta de trabalho (docente nacional e estudante nacional), na área de actuação (curso) do docente e investigador e do estudante, em cadernos especiais, aprovada por Comissão Editorial Académica (Cultura, Música e outros ) (impresso ou em formato digital)**

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| **Apelido (s)** | **Nome (s)** |
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* 1. **Publicação conjunta de trabalho (docente e investigador nacional e estudante estrangeiro), na área de actuação (curso) do docente e do estudante, em cadernos especiais, aprovada por Comissão Editorial Académica (Cultura, Música e outros ) (impresso ou em formato digital)**

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* 1. **Publicação conjunta de trabalho (docente e investigador estrangeiro e estudante nacional), na área de actuação (curso) do docente e investigador e do estudante, em cadernos especiais, aprovada por Comissão Editorial Académica (Cultura, Música e outros) (impresso ou em formato digital)**

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| **No de ordem** | **Autores (as)** | | **Ano** | **Título** | **Nome da Revista** | **Editora** | **URL** |
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* 1. **Tese de Doutoramento aprovada por uma Universidade reconhecida pela respectiva instância de tutela do país**

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| **No de ordem** | **Autores (as)** | | **Ano** | **Título** | **Universidade** | **Faculdade** | **Nome do Supervisor** | **Data de defesa** | **URL** |
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* 1. **Dissertação de Mestrado aprovada por uma Universidade reconhecida pela respectiva instância de tutela do país**

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| **No de ordem** | **Autores (as)** | | **Ano** | **Título** | **Universidade** | **Faculdade** | **Nome do Supervisor** | **Data de defesa** | **URL** |
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* 1. **Exposições individuais e/ou colectivas de docentes na área de actuação do docente**

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* 1. **Colecções individuais e/ou colectivas de docentes na área de actuação do docente e investigador**

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* 1. ***Poster* apresentado em congresso, conferência ou seminário nacional ou internacional**

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* 1. **Relatório técnico-científico, na área de actuação do docente e investigador, aprovado por um Conselho Científico/Técnico ou submetido a um corpo examinador (impresso ou em formato digital)**

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| **Apelido (s)** | **Nome (s)** |
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* 1. **Resenha ou nota crítica publicada em revista nacional ou internacional indexada (imprensa ou em formato digital)**

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| **Apelido (s)** | **Nome (s)** |
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* 1. **Publicação de trabalho, na área de actuação do docente e investigador em boletins científicos nacionais ou internacionais**

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| **No de ordem** | **Autores (as)** | | **Ano** | **Título** | **Local** | **URL** |
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* 1. **Resenha ou nota crítica publicada em revista nacional ou internacional não indexada (imprensa ou em formato digital)**

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| **No de ordem** | **Autores (as)** | | **Ano** | **Título** | **Local** | **URL** |
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* 1. **Resumo de trabalho, na área de actuação do docente e investigador, publicado em livro de resumos de congresso, conferência, simpósio ou seminário nacional ou internacional**

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1. **Necessidades de equipamento para Investigação**

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| **Fonte de Financiamento** | **Material a adquirir** | **Orçamento (em Mts)** |
| **Orçamento do Estado** |  |  |
| **Fundos Competitivos** |  |  |
| **Projectos** |  |  |
| **Outros (especifique):** |  |  |

1. **Orçamento Global a alocar para a Investigação**

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| **Fonte de Financiamento** | **Orçamento (em Mts)** | | | | |
| **2019** | **2020** | | | **2021** |
| **Orçamento do Estado (OE)** |  | |  |  | |
| **Fundos Competitivos** |  | |  |  | |
| **Projectos** |  | |  |  | |
| **Outros (especifique):** |  |  | | |  |

**ORÇAMENTO DO EIXO DE INVESTIGAÇÃO**







# Eixo de Extensão e Inovação Universitárias

# Fundamentação

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| **Eixo de Extensão e Inovação Universitárias** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 1:** Fortalecer o papel da extensão no contexto de uma universidade de investigação | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Intervenções estratégicas** | **Grau de Prioridade** (assinale com X) | | | | | | | | **Acções no âmbito da (o):** | | **Indicadores** | | | | | | **Metas (inserir as metas de cada ano)** | | | | | | | | | **Beneficiários das Acções (Grupo-alvo)** | | | **Orçamento (10\*3Mt)** | | | | | | **Subtotais** | | | **Fonte de Financiamento** | | |
| **2019** | | | **2020** | | | **2021** | | |
| **2019** | | | **2020** | | **2021** |
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| **Eixo de Extensão e Inovação Universitárias (***continuação****)*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 2:** Gerar impacto na sociedade por meio da extensão | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Intervenções estratégicas** | **Grau de Prioridade** (assinale com X) | | | | | | | **Acções no âmbito da (o):** | | | | **Indicadores** | | | | | | **Metas (inserir as metas de cada ano)** | | | | | | | | | **Beneficiários das Acções (Grupo-alvo)** | | | **Orçamento (10\*3Mt)** | | | | | | **Subtotais** | | | **Fonte de Financiamento** | | |
| **2019** | | | **2020** | | | **2021** | | |
| **2019** | | | **2020** | **2021** | |
| **1** | | **2** | | | **3** | | **Entrada** | | | **Saída** | | |
|  |  | |  | | |  | | **Ligação Teoria-Pratica** | | | |  | | |  | | |  | | |  | | |  | | |  | | |  | | |  |  | |  | | |  | | |
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|  | |  | | |  | | **Desenvolvimento Comunitário** | | | |  | | |  | | |  | | |  | | |  | | |  | | |  | | |  |  | |  | | |  | | |
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|  | |  | | |  | | **Transferência de Tecnologia** | | | |  | | |  | | |  | | |  | | |  | | |  | | |  | | |  |  | |  | | |  | | |
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|  | |  | | |  | | **Prestação de serviços** | | | |  | | |  | | |  | | |  | | |  | | |  | | |  | | |  |  | |  | | |  | | |
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|  | |  | | |  | | **Assistência Técnica** | | | |  | | |  | | |  | | |  | | |  | | |  | | |  | | |  |  | |  | | |  | | |
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|  | |  | | |  | | **Responsabilidade Social** | | | |  | | |  | | |  | | |  | | |  | | |  | | |  | | |  |  | |  | | |  | | |
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| **Total** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | |
| **Eixo de Extensão e Inovação Universitárias (***continuação****)*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 3:** Promover a disseminação estruturada de resultados de extensão com vista a ampliar a visibilidade, alcance e impacto dos seus resultados | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Intervenções estratégicas** | **Grau de Prioridade** (assinale com X) | | | | | | | | | **Acções no âmbito da (o):** | | | **Indicadores** | | | | | | **Metas (inserir as metas de cada ano)** | | | | | | | | | **Beneficiários das Acções (Grupo-alvo)** | | | **Orçamento (10\*3Mt)** | | | | | | **Subtotais** | | | **Fonte de Financiamento** | | |
| **2019** | | | **2020** | | | **2021** | | |
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| **1** | | | **2** | | | **3** | | | **Entrada** | | | **Saída** | | |
|  |  | | |  | | |  | | | **Ligação Teoria-Pratica** | | |  | | |  | | |  | | |  | | |  | | |  | | |  | |  |  | | |  | | |  | | |
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|  | | |  | | |  | | | **Desenvolvimento Comunitário** | | |  | | |  | | |  | | |  | | |  | | |  | | |  | |  |  | | |  | | |  | | |
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|  | | |  | | |  | | | **Transferência de Tecnologia** | | |  | | |  | | |  | | |  | | |  | | |  | | |  | |  |  | | |  | | |  | | |
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|  | | |  | | |  | | | **Prestação de serviços** | | |  | | |  | | |  | | |  | | |  | | |  | | |  | |  |  | | |  | | |  | | |
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|  | | |  | | |  | | | **Assistência Técnica** | | |  | | |  | | |  | | |  | | |  | | |  | | |  | |  |  | | |  | | |  | | |
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|  | | |  | | |  | | | **Responsabilidade Social** | | |  | | |  | | |  | | |  | | |  | | |  | | |  | |  |  | | |  | | |  | | |
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**ORÇAMENTO DO EIXO DE EXTENÇÃO E INOVAÇÃO UNIVERSITÁRIAS**







* 1. **Eixo de Governação e Cooperação Universitárias**

# Fundamentação

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| **Eixo de Governação e Cooperação Universitárias**  **Governação**  **Objectivo Estratégico 1:** Consolidar a governação democrática e colegial | | | | | | | | | | | | | | | | |
| |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | |  | **Subtotais** | | **2019** | **2020** | **2021** | **2019** |  |  | | | **2020** | **2021** |  | | **1** | **2** | **3** | **Entrada** | **Saída** |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  | |  | | **Total** | | | | | | | | | | | | | | | |   **Eixo de Governação e Cooperação Universitárias (***continuação****)***  **Governação**  **Objectivo estratégico 2:** Reformar a estrutura de gestão e governação da UEM, adequando-a aos desígnios de uma universidade de investigação | | | | | | | | | | | | | | | | |
| |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | |  | **Subtotais** | | **2019** | **2020** | **2021** | **2019** |  |  | | | **2020** | **2021** |  | | **1** | **2** | **3** | **Entrada** | **Saída** |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  | |  | | **Total** | | | | | | | | | | | | | | | |   **Eixo de Governação e Cooperação Universitárias (***continuação****)***  **Governação**  **Objectivo Estratégico 3:** Assegurar a planificação, o cumprimento de prazos e a prestação de contas a todos os níveis de governação e gestão | | | | | | | | | | | | | | | | |
| **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | |  | **Subtotais** | |
| **2019** | **2020** | **2021** | **2019** |  |  | |
| **2020** | **2021** |  |
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| **Eixo de Governação e Cooperação Universitárias (***continuação****)***  **Governação**  **Objectivo Estratégico 4:** Estabelecer, em parceria com o Estado, estratégias e mecanismos que permitam a transformação da UEM numa universidade de investigação, enquanto alavanca do ensino superior | | | | | | | | | | | | | | | |
| **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | |  | **Subtotais** | |
| **2019** | **2020** | **2021** | **2019** |  |  | |
| **2020** | **2021** |  |
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| **Cooperação**  **Eixo de Governação e Cooperação Universitárias (***continuação****)***  **Cooperação**  **Objectivo Estratégico 1**: Incrementar parcerias a nível nacional, regional e internacional, alinhadas com a nova Missão e Visão da UEM | | | | | | | | | | | | | | | | | |
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| **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | |  | **Subtotais** |
| **2019** | **2020** | **2021** | **2019** |  |  | |
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**Cooperação**

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| No de Ordem | **Instituição** | **Origem** | **Natureza da Instituição** | | | | | **Escopo** | | | | | | | **Data da Assinatura** | **Validade** | **Valor do Financiamento** | **Ganhos para a UEM** | **Indicadoreses** |
| Pública | Privada | Sem fins lucrativos | Organização de Base Comunitária | Outra (especifique) | Ensino e aprendizagem | Investigação | Extensão | Gov. e Coop. Univ. | Gestão Financas e RH | Infra-estruturas | Assuntos Transversais |
| 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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**Mobilidade Académica**

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| Área Geográfica de Cooperação | **País** | **Número de Docentes, Estudantes e membros do CTA** | | | | | | | | | | | | |  |
| **Enviados pela UEM** | | | | | |  | **Recebidos pela UEM** | | | | | |  |
| **Docentes** | | **Estudantes** | | **CTA** | |  | **Docentes** | | **Estudantes** | | **CTA** | |  |
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| Europa e Oceânia |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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**ORÇAMENTO DO EIXO DE GOVERNAÇÃO E COOPERAÇÃO UNIVERSITÁRIAS**







* 1. **Eixo de Gestão, Finanças e Recursos Humanos**

# Fundamentação

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| **Eixo de Gestão, Finanças e Recursos Humanos** | | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 1:** Gerir os recursos alocados de forma eficiente, transparente e fiável | | | | | | | | | | | | | | | | |
| **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | |  | **Subtotais** | |
| **2019** | **2020** | **2021** | **2019** |  |  | |
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| **Eixo de Gestão, Finanças e Recursos Humanos (continuação*)*** | | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 2:** Mobilizar recursos adicionais para a UEM | | | | | | | | | | | | | | | | |
| **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | |  | **Subtotais** | |
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| **2020** | **2021** |  |
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| **Eixo de Gestão, Finanças e Recursos Humanos (continuação*)*** | | | | | | | | | | | | | | | | |
| **Objectivo Estratégico 3:**Aumentar a atractividade, a eficiência na gestão dos recursos humanos | | | | | | | | | | | | | | | | |
| **Intervenções estratégicas** | **Grau de Prioridade**  (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | |  | **Subtotais** | |
| **2019** | **2020** | **2021** | **2019** |  |  | |
| **2020** | **2021** |  |
| **1** | **2** | **3** | **Entrada** | **Saída** |  |  |
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Necessidades de Contratação de CTA por grau académico

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| **Necessidades de CTA por grau académico** | | | | | Proposta admissões | | | | | | | | Proposta promoções | | | | | | | | | Proposta progressões | | | | | | | | | Proposta mudanças de carreira | | | | | | | | | Observações | |
| **Doutor** | **Mestre** | **Lic.** | **Tec. Profis.** | **Tec. Medio** | 2019 | | 2020 | | | 2021 | | | 2019 | | | 2020 | | | 2021 | | | 2019 | | | 2020 | | | 2021 | | | 2019 | | | 2020 | | | 2021 | | |
| Nº | Impacto | | Nº | Impacto | | Nº | Impacto | | Nº | Impacto | | Nº | Impacto | | Nº | Impacto | | Nº | Impacto | | Nº | Impacto | | Nº | Impacto | | Nº | Impacto | | Nº | Impacto | | Nº | Impacto | |  | |
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Número de docentes e CTA com necessidades de formação ou capacitação

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| **Necessidades de Formação ou Capacitação** | | Áreas de Formação ou capacitação | | | | | | | | | | | | Impacto Orcamental (em Mts) |
| **Docentes** | **CTA** | Psicopegadógica | | Administração e Gestão Univ. | | Gestão de R.H | | Outras áreas… | | Outras áreas… | | Outras áreas… | |
| Gestores | CTA | Gestores | CTA | Gestores | CTA | Gestores | CTA | Gestores | CTA | Gestores | CTA |
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**ORÇAMENTO DO EIXO DE GESTÃO, FINANÇAS E RECURSOS HUMANOS**







# Eixo de Património e Infra-estruturas

# Fundamentação

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**ORÇAMENTO DO EIXO DE PATRIMÓNIO E INFRA-ESTRUTURA**







# Eixo de Assuntos Transversais

# Fundamentação

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 | |  | | **Total** | | | | | | | | | | | | | | | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  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|  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | **Eixo de Assuntos Transversais** *(continuação)* | | | | | | | | | | | | | | | | **Objectivo Estratégico 1:** Desenvolver um plano organizacional para abordar e integrar comunicação e *marketing* | | | | | | | | | | | | | | | | **Intervenções estratégicas** | **Grau de Prioridade** (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | | **Subtotais** | | **2019** | **2020** | **2021** | | **1** | **2** | **3** | **Entrada** | **Saída** | **2019** | **2020** | **2021** | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | **Total** | | | | | | | | | | | | | |  |   **Eixo de Assuntos Transversais** *(continuação)* | | | | | | | | | | | | | | | | | **Objectivo Estratégico 2:** Promover da cultura como meio de formação integral do graduado | | | | | | | | | | | | | | | | | **Intervenções estratégicas** | **Grau de Prioridade** (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | | **Subtotais** | | **2019** | **2020** | **2021** | | **1** | **2** | **3** | **Entrada** | **Saída** | **2019** | **2020** | **2021** | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | **Total** | | | | | | | | | | | | | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | **Eixo de Assuntos Transversais** *(continuação)* | | | | | | | | | | | | | | | | **Objectivo Estratégico 2:** Promover do desporto como meio de formação integral do graduado | | | | | | | | | | | | | | | | **Intervenções estratégicas** | **Grau de Prioridade** (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | | **Subtotais** | | **2019** | **2020** | **2021** | | **1** | **2** | **3** | **Entrada** | **Saída** | **2019** | **2020** | **2021** | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | **Total** | | | | | | | | | | | | | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | **Eixo de Assuntos Transversais (continuação***)* | | | | | | | | | | | | | | | | **Objectivo Estratégico 2:** Promover de comunicação e marketing como meio de formação integral do graduado | | | | | | | | | | | | | | | | **Intervenções estratégicas** | **Grau de Prioridade** (assinale com X) | | | **Acções** | **Indicadores** | | **Metas (inserir as metas de cada ano)** | | | **Fonte de Financiamento** | **Orçamento (10\*3Mt)** | | | **Subtotais** | | **2019** | **2020** | **2021** | | **1** | **2** | **3** | **Entrada** | **Saída** | **2019** | **2020** | **2021** | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | **Total** | | | | | | | | | | | | | |  | |

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**ORÇAMENTO DO EIXO DE ASSUNTOS TRANSVERSAIS**







# Desafios e perspectivas

# Orçamento Global









1. / Exemplos de intervenções estratégicas podem ser vistas a partir da página 31, tabela 6.1. do Plano Esratégico. [↑](#footnote-ref-1)
2. / O tipo de publicações propostas nas tabelas seguintes baseou-se no Regulamento da Carreira Docente, aprovado pela Deliberação No 38/CUN/2014, de 12 de Dezembro. [↑](#footnote-ref-2)
3. / **URL** é uma sigla correspondente às palavras inglesas "*Uniform Resource Locator*", traduzidas para a língua portuguesa como “Localizador Uniforme de Recursos”. Um URL se refere ao endereço de rede no qual se encontra algum recurso informático, como por exemplo um artigo, livro, revista, etc ou um dispositivo periférico. [↑](#footnote-ref-3)