



CONSULTANCY TO GUIDE THE DEVELOPMENT OF AN INSTITUTIONAL FRAMEWORK AND STRATEGY FOR INTERNATIONALIZATION

Terms of Reference N°1 PMI PUC1566

The following Terms of Reference guides the recruitment of an individual consultant to guide the development of an institutional internationalization strategy at the Pontificia Universidad Católica de Chile (UC).

1. Background Information

a. UC Internationalization Project

Pontificia Universidad Católica de Chile (UC) is a first class Chilean and Latin American University oriented at all stages of higher education and with strong emphasis on research and innovation. The UC has an important focus on its role regarding the construction of a national and global society, common goods and the improvement of the life quality of citizens.

Since December 2015, the University is implementing a Performance Based Agreement (PMI PUC1566), funded by the Ministry of Education, to enhance the international activities and visibility of the UC.

The objectives of the project are to:

- Position Pontificia Universidad Católica as an international reference in graduate studies and research excellence.
- Create an institutional framework for comprehensive internationalization.
- Increase the quality of research, graduate studies and the experience of foreign researchers and students.

More concretely, the project involves the following activities:

- Review and develop the internationalization strategy with focus on international positioning of the university.
- Design and implement an institutional framework that links all aspects of internationalization at UC.

- Internationalization of interdisciplinary cutting-edge science at UC in the fields of Astrophysics, Global Change and Cognitive Sciences.
- Design and implement the UC Graduate School.
- Develop a comprehensive set of international student services.
- Strategic cooperation with Universidad de Chile on the international positioning of higher education in Chile.
- Strategic cooperation with Universidad de Magallanes on internationalization of Antarctic and Subantarctic research on biomedicine.

The consultancy work is closely related to the overall objectives of the project in terms of international positioning of the university and laying the grounds for an enhanced institutional framework for international issues (General Objective N°1 of the project).

In concrete terms, the main aim of the consultancy is to guide the implementation of the internal structure of internationalization and the development of a comprehensive internationalization strategy of the UC, with focus on international positioning of the university.

b. Current institutional framework and strategy

Currently, the institutional framework in charge of the internationalization effort of the university are located partly in the Direction of International Relations, which belongs hierarchically to the Provost of the University, and partly in the Office of the Vice-Rector for Research.

The mission of the Direction of International Relations is to promote, manage and support international academic development in the university, work that materializes mainly through the following activities and programs:

- **Management of the Exchange program:** proposes and manages international agreements for the whole university, both those coming from faculty initiatives and from the office's own exchange agreements. Within these agreements, the possibility of doctoral joint supervision and professor exchange is managed. Currently, UC has 628 academic cooperation agreements with 459 institutions in 54 countries.
- Design, implement and coordinate the **academic exchange program for undergraduate and graduate students**, including academic coordination and student exchange agreements, unilateral academic exchange agreements and bilateral MBA program academic exchange agreements. Through this program, around 1400 foreign students come to UC each year, and near 400 UC students are sent abroad.
- **Institutional representation** to international organizations that offer scholarships, research and development opportunities, access to networks and other activities of interest to the academic activity of the university, promoting and supporting the management of academic units and coordinating applications that require further

institutional participation than that of the professors alone. This also involves participation in study fairs.

The Office of the Vice-Rector for Research supervises all international doctoral and research related issues, including the promotion of doctoral programs at the UC abroad, promotion of foreign funds for research projects and international liaison with international research entities.

The 2015-2020 UC Development Plan includes a chapter on the internationalization strategy, which can be downloaded at http://www.uc.cl/images/stories/Plan_de_desarrollo_2015_2020/Internacionalizacion.pdf (in Spanish only)

c. General information regarding the consultancy

As mentioned above, the consultancy is expected to support the development of an institutional strategy for internationalization at the university level, which involves the following items:

- Comprehensive approach, involving review of the structural framework conditions for internationalization and specific incentives to promote internationalization of undergraduate and graduate studies, as well as the internationalization of the research and innovation efforts of the university.
- Suggestion of institutional frameworks that address internationalization issues in the above mentioned comprehensive manner, including also recommendations for international students and faculty services.
- The institutional strategy for internationalization furthermore establishes the framework for the implementation of the further activities in the internationalization project.

It is important to highlight that the internationalization strategy will be developed internally at the UC, involving all sectors and units at the university level in this joint exercise. It is therefore not expected that the consultant will develop the strategy, but assist in the general guidance of the development of the strategy and provide recommendations for the institutional framework for internationalization, upon joint review of good practices.

The consultant will have a stable and full-time dedicated counterpart at UC and a wider team at the university involved in the general aspects of the internationalization project.

It is expected to include face-to-face meetings at the university level as well as general workshops at the beginning and end of the process to set the objectives for the process and provide feedback on the results, respectively. In the case of an international consultancy, skype or other technology communications will be considered as key tools.

UC believes that a consultancy of 12 months is appropriate to address the specifications mentioned in these terms of reference. It is envisaged that the consultancy would start in April 2016.

2. Specific objectives of the consultancy

The consultant must propose a consultancy plan that involves – among other – one or more of the following activities:

- Provide an assessment of the UC internal structure to enhance internationalization of the university.
- Provide a review of international good practices regarding internationalization strategies, institutional frameworks for internationalization and support services.
- Participate in a kick-off workshop of the process in the first semester 2016.
- Propose a process related to internal and external meetings to collect inputs to the internationalization strategy.
- Support the writing process of the UC internationalization strategy.
- Propose actions oriented towards the international positioning of the university.
- Provide recommendations for institutional frameworks for internationalization, involving structural issues and incentives.
- Participate in a follow-up workshop towards the end of the consultancy work.

a. Methodology

The consultancy process involves three phases:

- i. Setting up the framework and methodology of the process. This phase includes the review of existing structure and material on internationalization at UC, as well as international strategies, models and good practices. In this phase, the methodology for the interview and general input phase will also be defined. This phase involves a workshop.
- ii. Interview/input phase. During this phase, UC personnel will conduct a series of interviews and meetings with internal – and to some extent external – stakeholders at all levels in order to gather inputs for the internationalization strategy and institutional framework. The consultant will supervise the process.

- iii. Review and strategy definition. The collected information will be reviewed with the aim of developing a comprehensive strategy for internationalization. During the last part of the phase, the strategy will be written and presented internally by means of a workshop.

b. Expected results and deliverables

The consultant is expected to guide the process in the three phases mentioned above and deliver the following reports:

- Report on the methodology of the process, to be delivered in M2. Upon approval, UC will disburse 30% of the total amount of the consultancy work.
- Final report of the consultancy, to be delivered in M12. Upon approval, UC will disburse the remaining 70% of the total amount of the consultancy work.

3. Profile of the consultant

The consultant must have solid and proven experience of at least 10 years in internationalization strategies of Higher Education Institutions, with desirable experience in Latin America. The consultant must furthermore have experience in comprehensive internationalization, both at undergraduate, graduate, researcher and innovation levels.

The consultant might provide recommendations for the improvement of the Terms of Reference.

4. Administrative issues

UC will sign an individual national or international contract with the consultant. The payments, subject to approval of the interim and final reports, will be transferred to a national or international bank account.

In the case of national contracts, tax retentions might occur. In the case of international contracts, the university has tax exemption.

All travel costs associated with the consultancy must be funded by the consultant in the framework of the overall budget for the consultancy.

5. Contact and submission of proposals

The technical counterparts at UC for this consultancy are:

- Director of Research: Maria Elena Boisier (meboisier@uc.cl)

- General Coordinator of the Internationalization Project: Maria Mesonero (mamesonero@uc.cl)

All inquiries regarding these terms of reference and submission of proposals can be directed to either of the technical counterparts.

The submission of proposals must include the following:

- Expression of interest. In a free format of no more than three pages, please describe the proposal for the consultancy, time frame and budget.
- CV, including a short description of experience in the field of the consultancy.

Proposals must be submitted to María Mesonero Kromand at mamesonero@uc.cl.

The deadline for the submission of proposals is 26th of February at 16.00 (Chilean continental time).