



CONSULTANCY TO GUIDE THE STRENGTHENING OF THE INSTITUTIONAL FRAMEWORK FOR DOCTORAL EDUCATION BASED ON THE EXPERIENCE OF THE DOCTORAL COLLEGE UC

Terms of Reference N°5 PUC 1566

The following Terms of Reference guides the recruitment of an individual consultant to guide the strengthening of the institutional framework and strategies for doctoral education at the Pontificia Universidad Católica de Chile (UC).

1. Background Information

a. UC Internationalization Project

Pontificia Universidad Católica de Chile (UC) is one of the best ranked comprehensive research intensive universities of Chile and Latin America, 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 a new institutional framework and strategies for doctoral education based on the experience of the Doctoral College.
- 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.

In concrete terms, the main aim of the consultancy is to provide expert advice in moving forward from the structure of a Doctoral College to a Graduate School or Doctoral School (GS/DS).

b. Current institutional framework and strategy

The Office of the Vice President for Research supervises all 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 UC counts with 34 doctoral programs with 1133 students and 1589 graduates since the year 1935.

Currently, the institutional framework in charge of the Doctoral Programs is the Doctoral College or CPD for its abbreviation in Spanish (*Colegio de Programas Doctorales*), which belongs hierarchically to the Office of the Vice President for Research.

The mission of the CPD is to make sure that the UC offers programs of excellence, promote policies and mechanisms to facilitate curricular flexibility, interdisciplinary studies and the internationalization of doctoral training. Furthermore, we provide guidance to students, scholarships and financial support, and encourage the development of transversal skills. We also encourage students to participate actively in the University and foster interaction between the different doctoral programs.

The CPD counts with 3 areas:

- 1. Quality Assurance**
 - a. Support for accreditation processes
 - b. Support and monitoring for program development plans
 - c. Internationalization and relationships with strategic partners
- 2. Grants and Benefits**
 - a. Grants, benefits and UC competitive grants for PhD students
- 3. Study Programs**
 - a. Regulatory matters
 - b. Creating and modifying programs
 - c. Activities Program and General Skills Workshops

Accordingly with the Internationalization Project, the 2015-2020 UC Development Plan includes several mentions about the importance of improving its institutional framework and strategies for doctoral education assuring its quality and promoting strategies to facilitate the internationalization of doctoral training 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 strengthen the institutional framework for doctoral education based on the Doctoral College experience. The Aim of this is to:

1. Develop with the different Faculties, Vice President's offices and their units a development strategy, policies and mechanisms that ensure quality, internationalization, interdisciplinary and talent attraction to the UC doctoral programs, at the same time that works in validating these with the accreditation and funding agencies.
2. Look for opportunities and develop, together with the Office of the Vice President for Academic Affairs and Academic Units, new interdisciplinary doctoral programs.
3. Manage together with the Division of International Affairs, agreements and MOU with selected international institutions to support the internationalization and the international position of the doctoral programs.
4. Attract and recruit outstanding national and international students
5. Give lectures and workshops of general competences to all doctoral students, to support professional development and employability of graduates.
6. Provide regulations and professional support to doctoral supervisors.

It is important to highlight that the consultancy will be developed internally at the UC, involving all sectors and units at the university level in this joint exercise. It is expected that the consultant assists in the general guidance for the strengthening of the institutional framework for doctoral education and provide recommendations for the cultural change that this implies, institutional framework, organizational structure, fluxes and processes related to doctoral education 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 and the CPD.

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 6 months is appropriate to address the specifications mentioned in these terms of reference. It is envisaged that the consultancy would start in October 2017.

2. Specific objectives of the consultancy

The consultant must propose a consultancy plan that involves – among other – at least the following activities:

- Provide an assessment of the UC internal structure related to Doctoral Education.

- Provide a review of international good practices regarding Doctoral Education development strategies, institutional frameworks and support services.
- Participate in a kick-off workshop of the process in the second semester 2017.
- Propose and conduct internal and external meetings to collect inputs to the new institutional framework for doctoral education.
- Provide a report about the institutional framework suggested for doctoral education, involving the organizational structure, define responsibilities, its staffing and processes fluxes. With special emphasis in the cultural change necessary for the implementation, students' recruitment, facilitation of international exposure, interdisciplinarity, employability of doctoral graduates and doctoral training supervision.
- 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 Doctoral Education at UC, as well as international strategies about the subject, 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, the consultant 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 Graduate School implementation.
- iii. Review and definition. The collected information will be reviewed with the aim of developing a comprehensive strategy for developing a GS/DS. 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 M6. 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 Doctoral Education and should have experience implementing a Graduate School. Experience as a doctoral supervisor, in attracting international graduate students, as a head or director of a graduate school and in the reorganization of graduate school structures. Preferably experience with Latin American universities

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 counterparts at UC for this consultancy are:

- Director of the Doctoral College: Jani Brouwer (jbrouwer@uc.cl)
- Coordinator of the GS/DS Project: Susana Cabello (sucabello@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 Susana Cabello at sucabello@uc.cl.

The deadline for the submission of proposals is September 1st at 16:00 (Chilean continental time).