



UC's economic sustainability and future development  
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**INSTITUTIONAL  
MANAGEMENT**



## INSTITUTIONAL MANAGEMENT

An orderly and efficient institutional management, which also considers aspects of its future development, is fundamental to achieve the objectives that the university proposes, since it is the basis not only for financing but also for all its activities. In order to move forward, it is essential to seek adequate organization and governance, with serious and systematic planning processes, with proper management of resources and people, and with the necessary funding to carry out our various activities.

In the coming years, the main challenge in this area will be to ensure our economic sustainability. To address this, it will be essential to generate new income and seek greater efficiency and synergies within the university.

“Much joint and coordinated effort is required between the academic units and the Superior Direction to achieve greater efficiency and synergy”.

University Superior Council Day

In addition, we intend to strengthen our ties with alumni, the public and private sectors, and related entities. Also, our commitment is to implement actions that will allow us to advance towards the goal of carbon neutrality and to complete the process of internalization of the services provided by external collaborators.

## UC’s economic sustainability and future development

The university faces a significant challenge of future economic sustainability. Undergraduate tuition revenues are limited by the conditions of free tuition, while research funds are stagnant and subject to increasing competition. Resources from graduate and continuing education, which represent less than 15% of the university’s total income, have also stagnated for various reasons and the same has happened with income from services. To this we must add the effect of the pandemic and the possible impacts of social conflict.

To safeguard the development and economic sustainability of the university in the long term, the “Financial Reserve Fund of the Pontificia Universidad Católica de Chile” or UC Endowment was created in 2017. This consists of an endowment fund that, through the use of the financial interest of the resources, allows financing academic development projects, research and innovation work, and scholarships for vulnerable students. Although an important effort has been made to build this endowment, which by 2019 had achieved the goal of raising the equivalent of US\$30 million, donations have remained relatively constant over the last few years. Our challenge is to continue with the work of attracting new resources and increasing our reserve fund, a task that is crucial to project and expand the work of the UC and provide economic sustainability in the long term.

“Our economic sustainability will be the framework for what we can do in the future. We will need to look for resources to strengthen and protect the educational project”.

University Superior Council Day

### ADVANCING IN THE IMPLEMENTATION OF INITIATIVES THAT COLLABORATE WITH THE ECONOMIC SUSTAINABILITY AND FUTURE DEVELOPMENT OF THE UC

#### OBJECTIVE / 1 Institutional management: objectives and actions

- / Conceiving and implementing a strategy and organization to achieve relevant growth in enrollment and revenue from postgraduate and continuing education, particularly in online, remote and blended formats, eventually extending to professional master’s degree programs.
- / Reviewing the areas and services provided by the university to external parties and define the best way to organize and strengthen them, considering the necessary mechanisms for this purpose.
- / Supporting the development of innovation projects that allow licensing or participation in start -ups, and help generate income for the university.

**OBJECTIVE / 2**  
Institutional management:  
objectives and actions

**STRENGTHENING TIES WITH ALUMNI AND RELATED ENTITIES**

- / Formulating and implementing a more aggressive strategy of search, linkage, and relationship with alumni, also considering the joint work of Alumni UC and the Fund Raising and Philanthropy area, as well as with the areas of liaison with graduates and search for resources of the academic units.
- / Strengthening mutual knowledge and links with related institutions, generating mechanisms for greater interaction with these entities and the possibility of strengthening the commitment and joint public contribution, and developing a portfolio of possible joint projects of mutual interest.

**Linkage and related entities**

Another important challenge is to deepen ties with graduates and with the public and business sectors in general. In this area, it is worth mentioning the work done by Alumni UC in recent years, promoting the relationship with alumni and working jointly with the academic units. However, it is necessary to continue advancing in this connection.

A greater linkage with alumni, with the public and private sector and with civil society organizations is of special relevance, and from the perspective of our role and public commitment, should strengthen our contribution capacity and recognition in society. This capacity could also be strengthened by a greater linkage with related entities that represent complementary proposals and make a great contribution.

“The relationship with our affiliated institutions is of great importance. We must have the concept of a great institution”.

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Although there is a relevant joint work with organizations such as Duoc UC, Copec UC, the Sports Club, the Red de Salud UC Christus or Dictuc S.A., there is an opportunity to deepen mutual knowledge and to develop new proposals that benefit society, strengthening both the university and the entities themselves.

“We need a cleaner city and the UC community has a major environmental impact by mobilizing more than 30,000 people”.

La UC Dialoga / 2020

**Carbon Neutrality**

The university has made a commitment to be carbon neutral by 2038. To this end, during the next five years we intend to implement various actions to advance the goal of reducing emissions and increasing the capture of greenhouse gases. The specific actions will respond to the strategy structured around ten dimensions that are currently being worked on. Among the actions to be taken are the adoption of new standards for buildings, compensation for travel emissions, and a forestation plan in Pirque and San Carlos de Apoquindo. In this same area, and as mentioned in the Digital Transformation axis, we have proposed to move towards a “paperless” university.



**DECISIVELY MOVING TOWARDS THE GOAL OF BEING CARBON NEUTRAL BY 2038**

**OBJECTIVE / 3**  
Institutional management:  
objectives and actions

- / Implementing a strategy to reduce (mitigate) current emissions through investments that generate greater efficiency in the use of resources in our facilities, and that produce behavioral changes in our community, defining new minimum standards for the infrastructure to be built in the university and gradual improvements in existing buildings.
- / Generating and implementing a mechanism that requires justifying intercity and international trips financed with funds administered by the UC, progressively offsetting their emissions by 2026, and implementing a charging scheme for the emissions generated.
- / Developing a broad campaign that includes projects and initiatives that promote a culture of sustainability and carbon neutrality at the UC.



## IMPLEMENTING THE PROCESS OF INTERNALIZATION OF SERVICES PROVIDED BY EXTERNAL COLLABORATORS AND PROMOTING THE PROFESSIONAL DEVELOPMENT OF THE STAFF

### OBJECTIVE / 4

Institutional management: objectives and actions

- / Having an organizational structure and adequate plans to progressively initiate the incorporation of external collaborators to the university's staff, and achieving their adequate insertion in the UC community, also documenting the knowledge generated from the experience.
- / Deepening the specific diagnosis of the professional development requirements of the university's collaborators (professional and administrative), and preparing a program to cover the needs that arise from this analysis, such as the new requirements posed by the development of society, technology or forms of management.

### Internalization of services provided by external collaborators and professional development of the plant staff

The university has made an important commitment to incorporate external collaborators to its administrative staff, in order to strengthen the sense of community and belonging. In the coming years, this internalization process should be carried out gradually, responsibly and with special care for the well-being of individuals and the community. It is important to emphasize that this is a process in which milestones will be reached that will mark progress in this area.

In addition, in relation to the professional and administrative staff, our purpose is to implement a professional development plan that addresses current needs and the requirements foreseen for the future. We expect to have a professional development program that responds both to the weaknesses and opportunities detected, as well as to the new demands that arise from changes in society, technology or management methods.

