

Appendix 1: Organizational Structure of the Consortium

Organizational Structure

As it can be seen in Figure 1, the structure of the project is rather simple and follows the logic of a single final responsible institution that is UC (UC-Engineering), with clear counterparts from UTFSM at every level, starting with the direction of the project (associate direction), the academic director (associate academic director), general management of the project (associate general manager) and its operational and administrative units, and the academic teams in charge of each of the Pillars and the progress of their respective activities.

Roles

The roles and functions of the different components of the organizational chart are:

The Superior Institutional Board of Consortium is responsible to provide the strategic vision from the superior authorities of the universities and the validation of the joint and individual projects of each institution. This board plays a key role in promoting partnerships with national and international institutions, and strengthening and deepening the relationship between UC and UTFSM. It represents the high-level commitment of both universities to develop their Schools of Engineering through this Consortium. This Board is formed by the highest authorities of both universities, Presidents and Vice-rectors, and the Director and Associate Director of the Consortium. This board will meet twice a year.

The Advisory Board is responsible to provide a global view and advice on specific issues to the Director and Associate Director of the project on the different initiatives of the plan. It monitors the overall progress of the project, proposes changes, and provides strategic advice on for the successful completion of the main goals. As an external collegiate body, the Advisory Board will help to strengthen also the link with other Schools of Engineering around the world, and through the participation of Entrepreneurs, with the local community, companies, and most relevant entrepreneurial ecosystems in the world. It will be formed by international deans, international and national experts and consultants in engineering education, research, and technology transfer, strategic advising, entrepreneurs, and members from industry and government. The Director and/or Associate Director will meet with the members of the International Advisory Board once a year, but will maintain regular on-line meetings and community with them as the project progresses.

The Director is responsible for the overall success of the project and the implementation of the strategy, including the satisfactory execution of all the activities defined to overcome the identified gaps with world-class universities, the accomplishment of the goals of the Pillars, and the achievement of a successful cultural change within the Consortium. The Director is in charge of managing the transformation process with strong leadership, transmitting the sense of urgency about the importance of change, and establishing a shared vision. All of these in order to keep alive the pace in the transition toward a great status. This role will be played by the Dean of the school of Engineering at UC.

The Associate Director is responsible to support the Director in the task of leading the transformation process and ensuring the overall success of the project as a Consortium and as a school of engineering. This role will be assumed by the Vice-rector of Academic Affairs at UTFSM.

The Academic Director is responsible at UC for the overall progress of the project, the constant flow of information between institutions, and the organization and coordination of the relationship between PUC and UTFSM.

The Associate Academic Director is the exact counterpart of the Academic Director at UTFSM.

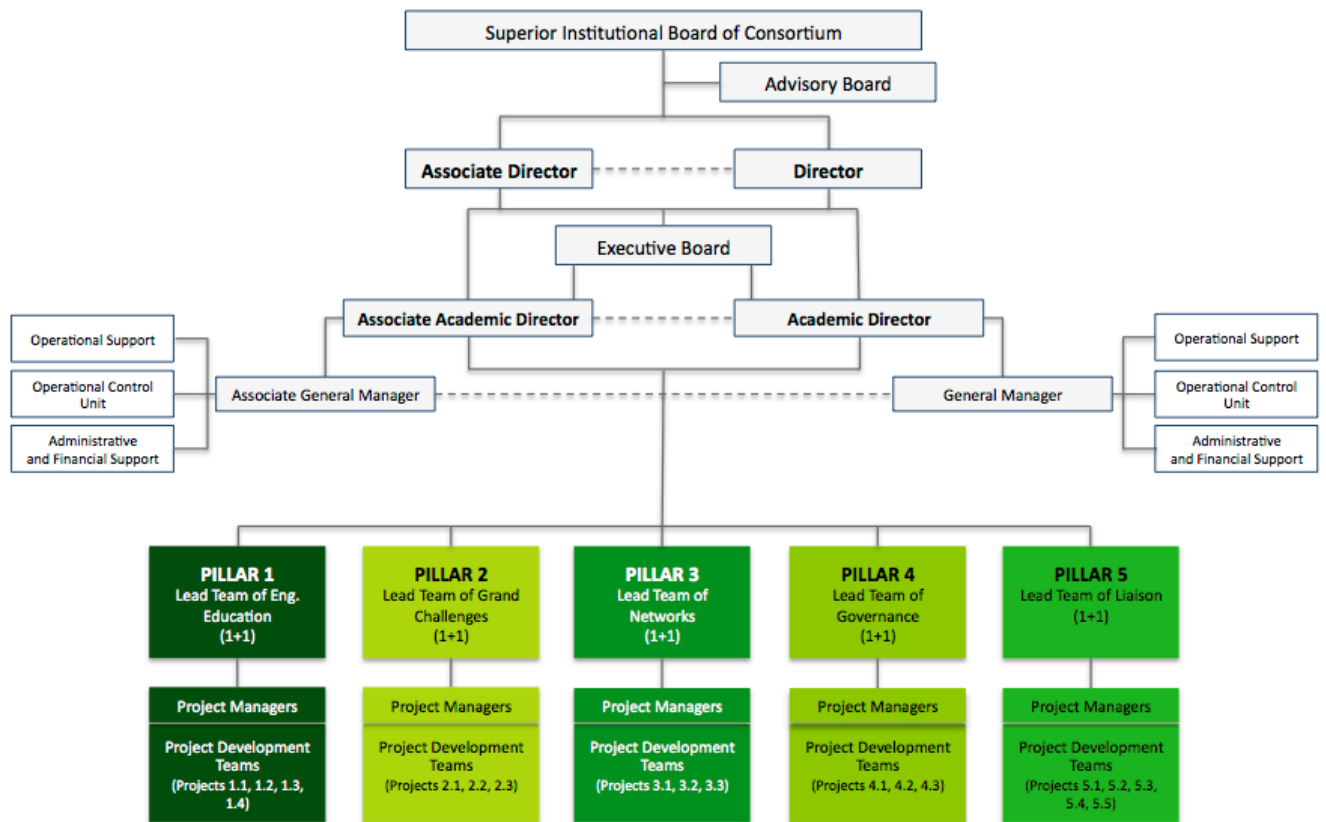


Figure 1: Organizational structure of the Consortium

The Executive Board is the collegiate entity responsible for the correct operation of the project in all its academic and management aspects, the coordination of groups, annual budgets and work plans for the pillars, and the preparation of the progress reports, marketing, etc. The president of this board will be the Academic Director, and the Vice-president the Associate Academic Director, which in turn will be Pillar Coordinators. This board reviews all administrative and managerial decisions taken by the General Manager and the Associate General Manager, and propose changes and improvements to the execution if needed. It is constituted by the ten Pillar Coordinators at both institutions plus the General Manager and the Associate General Manager. The Executive Board will meet at least bi-monthly.

The General Manager is the CEO or the Consortium and is responsible to lead and coordinate the implementation of all activities of the project, assuring the compliance of the administrative, organizational, and financial activities which are determinant for the overall success of the project. She/he will coordinate the relations with all national and international partners, monitor the work of the Project Managers, hire personnel for the project and will be the contact person with the control team at CORFO. This profile requires administrative and project management skills, a clear understanding of engineering, and strategic capabilities to support the Director and Academic Director in the leadership of the cultural change process.

The Associate General Manager is the exact counterpart of the General Manager at UTFSM.

The Operational Control Unit is responsible to support the General Manager in assuring the compliance of operational, administrative, organizational and financial activities. This unit is divided in two subunits,

one that provides operational support and another that provides administrative and financial support. The first one is responsible to measure and track the progress, the quality and performance of the activities defined in the project. The second one is responsible for supporting the accountability of all the activities. The Operational Control Unit at UC is constituted by one administrative and financial analyst, and one operational analyst. At UTFSM the Operational Control Unit is constituted by one administrative and financial analyst and one executive assistant.

The Lead Team in each strategic Pillar is composed by two members, one from each institution and corresponding to Associate Deans or equivalent, that require between them a seamless coordination for the success of the project. They must ensure the overcoming of the identified gaps with world-class universities, coordinate and manage all teams working in the projects. These (1+1) lead teams constitute an Executive Board and every project has its Project Managers (1+1), which are professors, and who are responsible for the correct devolvement of each specific activity.