



UNIVERSIDAD DE CHILE  
Instituto de Estudios Internacionales

# **INSTITUTIONAL DEVELOPMENT PLAN**

INSTITUTE OF INTERNATIONAL STUDIES  
UNIVERSITY OF CHILE

2019-2026

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## MESSAGE FROM THE DIRECTOR

The Institute of International Studies (IEI) presents its Institutional Development Plan (IDP) 2019-2026, a collaborative work that defines the roadmap for the following years. It established the future strategic development of the IEI to take place in order to fulfill and give continuity to its mission and vision, within the framework of the University of Chile.

As part of its mission and vision, the institute intends to strengthen its position as a point of reference for international studies in Latin America, based on careful reflection and a pluralistic, concerted and active commitment to the development of international thought, and Latin American and world politics.

All members of the community of the institute have worked on the IDP, in line with the IDP of the University of Chile. Each head of department developed an initial document reviewed by the faculty members, submitted to consultation with the academic community, and then sanctioned by the institute's council. This work represents an effort of collective reflection, coordination and collaboration, which reinforces our commitment to the university, with knowledge and with improving the understanding of international affairs. I thank the entire community for their participation, commitment to our institute and its future development.

Prof. Dorotea López Giral  
Director  
Institute of International Studies  
University of Chile

## BACKGROUND: THE WORLD, THE UNIVERSITY AND THE IEI

### THE GLOBAL DYNAMIC AND ITS CHALLENGES

International relations and the transformations of today's world, with their successes and failures, allow us to identify and recognize the growing development of a new political, economic, social and cultural world order. However, this new order comes face to face with traditional, nationalistic and fragmenting forces that sometimes reject the challenges of the ongoing process of globalization.

As such, recent evolutions in global and local politics are complemented by a changing agenda of topics and demands coming from civil society actors of different kinds, incorporated into transnational networks of universal scope. In this way, a mechanism of links and interactions on diverse topics between various state and non-governmental actors at the domestic and international levels has been developed.

In accordance with the above, the university, like other educational organizations, is currently undergoing a process of social and cultural transformation with increasingly global features, which requires the greatest of attention and dedication from all its members and entities. Likewise, Latin American universities face tendencies of openness and convergence in terms of the implementation of a regional space of higher education with increasingly global features.

These trends of greater interaction and competitiveness require increasingly vital processes of quality assurance and academic planning, capable of successfully contributing to the contemporary university enterprise and to the improvement of the higher education system. In the case of Chile, the decisive commitment to education and training is essential, since both are the basic tools and instruments for the development of our society.

Most certainly, these challenges have been taken up by the community of the University of Chile in accordance with the programmatic guidelines of the institution and in complete harmony with the spirit and content of its commitment and participation in issues that concern Chile and its regional projection and international responsibilities.

### THE IEI AND ITS FOUNDATION

In Chile, the spaces for participation and external projection provided by the reforms and transformations of the mid-last century in national, regional and international politics, offered a unique opportunity for the establishment of a pioneering center of excellence for the

University of Chile for the teaching, research and dissemination of international and Latin American affairs.

Thus, at the initiative of the prominent historian and internationalist, Claudio Véliz, and by decision of the governmental and university authority of the time, on October 19, 1966, the Institute of International Studies of the University of Chile was created, establishing among its objectives scientific collaboration for the foreign policy of the country and conducting studies and research on the problems of international relations and their repercussions in Latin America.

In other words, the focus of the institute in the vision of its founder was built around the idea of being a regional point of reference and a proposal to create an academic space and interdisciplinary university project to observe, think about, teach and investigate the new challenges related to the insertion and participation of Chile and Latin America in the international system.

Today, after more than five decades, the foundational visions and goals for the IEI have been both premonitory and fruitful. The institute has been present and continues to contribute to the teaching, research and dissemination of international affairs in Chile and Latin America.

An emblematic expression of this academic trajectory is found in the uninterrupted publication - since 1967 - of the *Estudios Internacionales* magazine, which stands as a reference for specialized, indexed and digital academic publication in the region. It is also consulted in libraries and centers of Latin American studies in various universities around the world. Through this publication, a thematic and reflective testimony of research and essays by national and foreign specialists on dimensions and aspects of the international and regional agenda has been created and has accompanied the institute throughout its history. In its historical and institutional perspective and as a specialized publication pioneering international studies in Latin America, the magazine has addressed among others, issues related to the Pacific, the law of the sea, Antarctica, Latin American integration and cooperation, conflict and the balance of global power, regional security, and Chilean and regional foreign policy. At present, these matters are being updated and expanded according to the new developments of the global and regional agenda in the 21st century.

In response to the new questions posed by the international system, the IEI has launched two new publications. First, the *Cuadernos Internacionales* series, with the aim of promoting the publication of papers between academics and students, which, in the form of working documents, serve as a way to discuss and analyze relevant issues on the international agenda. Second, since 2018 we have published the *Latin American Journal of Trade Policy* in the form of a digital magazine, which represents a pioneering specialized publication for the

study and understanding of trade policy, economic negotiations and the international economy in Latin America and presenting it to the rest of the world.

On the other hand, the constant reflection and discussion of academics and postgraduate and postgraduate students, around questions and proposals of international topics that concern our country, have materialized in the training of high-level specialists with a Latin American perspective and understanding to international public policies.

The postgraduate teaching programs that started in the mid-seventies of the last century have been precursors of their kind in Chile and South America, representing concrete expressions of leadership and formative innovation in the field of international education. As a result of this fruitful teaching task, since 1977, specialists, professionals, and government and private sector officials, as well as national and foreign diplomats have graduated and been trained in postgraduate master's and diploma programs. Currently, the IEI has three Master's programs: in International Studies, in International Strategy and Trade Policy, and in International Development and Cooperation, which indicate the diversity of topics that today converge under the umbrella of international studies. In addition, we have a Professional Title of Specialist in International Relations and a wide range of postgraduate diplomas, which seek to deliver knowledge and tools for professional development in the different areas covered by the work of the IEI.

As part of this same innovative line in teaching, in strategic alliance with the Faculty of Philosophy and Humanities of the University of Chile, the IEI has created and put into development since 2018 the Bachelor Degree in International Studies, leading to the professional title of internationalist, unique of its kind and its curricular content in the country.

## CHALLENGES AND UNIVERSITY COMMITMENTS OF THE IEI

Without a doubt, the steps and goals achieved by the IEI in recent years are remarkable, in accordance with the academic planning and increasing demands for excellence in our university. However, and by virtue of factors, it is imperative to concentrate efforts in two directions. On the one hand, planning ahead of the educational realities that will come, and on the other, through a focus on quality, transforming the institute into a key point of reference, not only nationally, but also in the region and the international academic world.

The goals of excellence must be accompanied by two other key elements of academic management: participation and transparency. Participation, because it is intrinsic to all academic work. A university and interdisciplinary center such as the Institute of International

Studies, requires the presence of all its members, participating with their contributions, opinions and critical thinking in the processes of debate and discussion, without exclusions. Transparency, because only through professional management with clear procedures and with teamwork, can basic operational consensus be reached.

The objectives, challenges and proposed tasks also adopt the character and commitment of our University with the state and the development of Chilean society. Our commitment to consolidating and projecting the academic and proper functions of the institute at the national and international level, necessarily occurs as part of a crosscutting and interdisciplinary institutional effort, with a presence in and support for public policies, particularly in fields related to our academic work.

Consequently and by virtue of the above, the influence and legacy of the IEI remain valid, constituting at the same time a challenge and institutional commitment. Indeed, together with fully adhering to the freedom and academic pluralism that identifies and characterizes the historical mission of our university, the institute endorses the responsibility conferred to it by its public nature and its function of service to the country. It also takes upon itself the task of reinforcing and internationally projecting academic excellence in its tasks of research and specialized training, in line with the expectations posed and demanded by the insertion of Chile and Latin America into the global system, and its adherence and contribution to international governance

## CONTEXT, MISSION AND VISION

In a global scenario where interculturality affects social action, the University of Chile must contribute to the creation of strategies for the solution of development problems, as well as favoring the integration of the country into Latin America and the world. All this must be pursued in an international system that is currently based on the close interdependence of the actors that compose it, as well as a network of transnational connections with increasing opportunity to develop in this information society. This has changed the concept of borders, to the point of conceiving them as something absolutely permeable to the actions of individuals, companies and non-governmental organizations.

At the same time, global governance has increased the political agenda of states, resulting in fewer differences between the local and the international spheres. Thus, even though there has always been a reciprocal link and feedback between domestic and foreign policy, the relationship between the two has become increasingly complex due to a tendency towards the democratization of states, which generates greater participation and involvement of civil society in diplomatic issues and problems. Similarly, this is facilitated by a generalized awareness in many countries that their development is closely linked to how they are inserted in the international system.

The specificity of the work of the Institute of International Studies makes it the ideal space to address this complex reality. With more than fifty years of experience, the institute is influential in decision-making and in foreign policy in the country. Indeed, the interdisciplinary nature of this institution facilitates critical analysis, as well as making connections between local and global issues. In other words, it allows us to understand the world by looking at it from multiple perspectives, taking advantage of the knowledge and theoretical frameworks of various disciplines, seeking - in turn - to establish connections between approaches, regional scenarios (Latin America, North America, Europe, Asia, Africa), themes and international and transnational problems.

## MISSION

The Institute of International Studies aims to develop teaching, research and public outreach activities, which requires understanding the world from multiple perspectives, by taking advantage of the knowledge and theoretical frameworks of various academic fields, such as history, political science, international relations, international law, sociology, anthropology, philosophy and economics. The goal is to establish connections between these different perspectives, to understand how they relate and come together. Its main mission is to contribute to the understanding and analysis of international affairs, based on a

multidisciplinary approach, which takes advantage of different disciplinary perspectives; in other words, it does not imply simply crossing the boundaries between two or more fields of knowledge. In an interdisciplinary way, it looks to integrate theories, methodologies and points of view of various disciplines, in order to explore their connections and blur the boundaries between them, from the University of Chile to Latin America and the world.

For these purposes, the Institute has a Postgraduate School and two academic units: International Relations and Global Public Policies, and International Legal and Economic Relations.

Likewise, the directorate has the support of research, public outreach, economic and administrative staff.

The Postgraduate School has the function of organizing, developing, administering and imparting the postgraduate degrees and diplomas, according to the quality standards of the University of Chile. It constitutes the body that the students of the institute are affiliated to.

The academic unit of International Relations and Global Public Policies is responsible for research, teaching and public outreach activities in areas such as international relations theory, global studies, foreign policy analysis, comparative foreign policy, the history of international relations, strategic studies and regional studies, among others.

For its part, the academic unit of International Legal and Economic Relations, develops - principally - research, teaching and public outreach activities in areas related to international law, human rights, international humanitarian law, the law of the sea, Antarctic law, international economic relations, international political economy, international negotiations, and trade policy.

The Institute of International Studies depends on the rectorate of the University of Chile and is governed by the rules of University Decree No. 0014095, of May 19, 2010, which establishes the General Regulation of Institutes; supplemented by the specific regulations of this academic unit, set out in University Decree No. 003378 of January 11, 2019.

## VISION

The vision of the Institute of International Studies is to be a point of reference for international studies in Latin America, on the basis of a pluralistic, concerted and active reflection and commitment to the development of international thought, on Latin American

and world politics. It also looks to promote a comprehensive economic-administrative management, which includes both the efficient use of resources and the generation of new sources of financing to strengthen the Institute for International Studies and the academic development of international studies in Chile, and its international projection.

## STRATEGIC OBJECTIVES

- Academic development. To transmit knowledge to society in general and to form a group of specialists identified with the University of Chile, who are able to understand and analyses international processes in depth. To provide undergraduate and postgraduate teaching in the field of international studies. To analyses the repercussions of international affairs, with special emphasis on Latin America, in order to provide a reflexive and scientific basis for the study, advice and development of foreign policies, in a systematic and comprehensive manner, in order to examine their trajectories regionally and globally.
- Research. To conduct interdisciplinary and multidisciplinary research on international affairs. To substantially advance in research in all areas of knowledge central to the academic activity: International Relations and Global Public Policies, and International Legal and Economic Relations.
- Public outreach and relations. To collaborate with the various schools and faculties of the university in the teaching of undergraduate teaching and to collaborate with other centers of thought and research nationally and internationally. To carry out the dissemination of high-level academic work on international affairs to guide public knowledge and debate.
- Internationalization. To serve as a platform for the participation of teachers and students in international academic networks, on international subjects and related disciplines, especially with similar national and foreign institutions.
- Management and finance. To maintain a sustainable administration that allows for the achievement of the objectives of the IEI.
- To make gender, human rights and equality crosscutting elements of the IEIs work.
- To develop multidisciplinary strategies and approaches with interdisciplinary faculties and institutes of the University of Chile in teaching, research and public outreach programs in related international subjects.

## ACADEMIC DEVELOPMENT

In its years of existence, the IEI has managed to position itself as a training center for highly specialized professionals in all areas of government and non-government work. Its scope of action is focused on the field of international studies, with more than 40 years of educational experience. Currently, the IEI has three master's programs: one in International Studies, another in International Strategy and Trade Policy, and a third one that was launched in 2019 in International Development and Cooperation. Additionally, the IEI has a Professional Title of Specialist in International Relations and a wide range of postgraduate diplomas in various fields of international studies of relevance to the different disciplines that make up international studies and to the current international situation.

The IDP of the University of Chile for the 2017-2026 period establishes among its objectives “to contribute systematically, with critical thinking and a transdisciplinary vision, to the diagnosis and design of solutions to the country's strategic problems” and “to promote an internationalization that responds to the new regional and global challenges”. On the other hand, it defined as one of its strategies the “development and growth of an academic, student and administrative body of outstanding vocation, quality, responsibility and commitment, for the integral training of professionals, scientists, researchers and artistic creators of the highest quality and relevance”.

Consequently, the IEI has set among its fundamental objectives transmitting knowledge to society in general and the formation of a group of specialists identified with the University of Chile, who are able to understand and analyses international processes in depth. Additionally, it aims to teach undergraduate and postgraduate students in the field of international studies, and analyses the repercussions of international affairs, with particular emphasis on Latin America, in order to provide a scientific basis for the study and elaboration of foreign policies, in a systematic and comprehensive manner, in order to examine their trajectories at the regional and world level. Also, amongst its objectives is the development of an academic, professional, student and administrative body of outstanding vocation, quality, responsibility, and commitment to the principles and values of the University of Chile, for the integral training of professionals and researchers of the highest quality. As such, its specific objectives for the area of teaching are the following:

**Objective 1:** Strengthen and ensure the quality of IEI programs.

**Objective 2:** Increase the offer of postgraduate programs.

**Objective 3:** Develop the teaching staff of IEI programs.

**Objective 4:** Link academic activity with society.

**Objective 5:** Increase links with graduates.

**Objective 6:** Increase continuous education.

Strategic objective	Specific objective	Indicators	Measurement	Level of breakdown
Develop and ensure the quality of programs at the IEI	Ensure the quality of the programs at the institute	Report on quality assurance Report on student evaluation of teachers Periodic self-evaluation meetings Participation in the Postgraduate Quality Assurance Network CNA accreditation	Data from reports of activities Teacher evaluation data Number of meeting Years of duration of the accreditation	Per program
	Internationalize the programs and the institute	International students Foreign professors IEI students abroad Foreign interns Agreements signed with other institutions	Number of international students as a percentage of total Number of foreign professors as a percentage of total Number of interns Number of agreements	Per program, discipline, gender and nationality
	Improve curricular and teaching innovation	Update curricula Incorporate new methodologies	Report on the review and modification of curricula	Per program and course

		Incorporate contents from Latin-American realities and cultures  Incorporating a cross-cutting gender and human rights perspective	Report about methodology modifications	
	Insure the acquisition of abilities stipulated in the programs	Improve teaching methodologies and the coherence between them and the program contents	Reports on teacher evaluation  Rate of students passing courses	Per program and course
Increase the number of postgraduate programs on offer	Develop a doctoral program in International Studies	Develop a doctoral program in International Studies	Reports of implementation of focus groups, meetings with peers, review of other programs, review by university and implementation.	Per program
	Develop a master's program in Chinese Studies	Develop a master's program in Chinese Studies	Reports of implementation of focus groups, meetings with peers, review of other programs, review by university and implementation.	Per program

	Develop programs of postgraduate diplomas	Create new postgraduate diploma programs  Create online programs	Number of programs created	Lines of academic development in the IEI
Develop the teaching staff of the programs at the IEI	Improve continuous professional development for teachers	Continuous professional development for teachers' activities in which academics of the IEI participate	Number of continuous professional development for teachers' activities	Per program
Link academic activity with society	Improve activities related to the content of the programs at the IEI that are directed at a non-specialist public	Public outreach activities in the media and the organization of extra-curricular activities directed at the public	Number of public outreach activities and extracurricular activities	Per course, program and teacher
Increase links with graduates	Improve the linkage of the institute with its students and graduates	Creation of a community of graduates  Up-to-date information about graduates	Interviews of graduates  Creation of a community of graduates	Per program, per graduates
Increase continuous education	Integrate the programs at the IEI	Percentage of continuous education programs	Number of programs with continuous education policies	



## RESEARCH

The current IDP of the institute emphasizes that research constitutes an essential function of the institution, as well as of the University of Chile. Likewise, the University IDP (2017-2026) provides, in its definition of the new strategic objectives, that one of the fundamental general strategies is the "development of research, creation and artistic production and innovation at the highest level, connected with the strategic problems and needs of the country" (p.44). Consequently, it determines that this strategy is expressed in different individual objectives, highlighting the following: a) collaboratively developing research, creation and artistic production and innovation, inside and outside the university, and; b) updating and improving the infrastructure and equipment for research, creation and artistic production and innovation, to improve its crosscutting and collaborative use.

Within the framework defined by the IDP of the University of Chile, the institute proclaims the development of academic research as one of its main functions. Particularly, as a consequence, the substantive progress of the research activity in all areas of knowledge central to its academic activity is the main objective of this IDP (2019-2026). That is, with special focus on international relations and political science, and international legal and economic relations, notwithstanding continuing to support research activities in thematic areas associated with them.

In particular, the institute sets the following specific goals to be met during the 2019-2026 period:

**Objective 1:** Promote the participation of the professors of the institute in different academic research competitions, both nationally and internationally.

**Objective 2:** Develop internal research competitions.

**Objective 3:** Promote collaboration in the development of research activities among professors of the institute, as well as with others from the same university, and from other Chilean and foreign universities.

**Objective 4:** Encourage the participation of teachers in international conferences.

**Objective 5:** Progressively increase the number of publications in journals indexed in WoS, Scopus and Scielo.

**Objective 6:** Increase the publication of books and book articles in editorials, as established by the national academic community.

**Objective 7:** Stimulate the formation of work teams to promote disciplinary and interdisciplinary thought and enhance scientific research in the IEI.

**Objective 8:** Create a doctoral program in international studies, in order to strengthen research within the institute, as well as to contribute to the training of new researchers.

<b>Objective</b>	<b>Specific objective</b>	<b>Indicator</b>	<b>Measurement</b>	<b>Level of breakdown</b>
Development of academic research in the IEI	Promote the participation of the professors of the institute in different academic research competitions, both nationally and internationally	Research projects	- Number of research projects  -Annual growth rate	Research Coordination IEI thematic areas Collaborative (two or more professors from the IEI participate; professors from the IEI with others from other Chilean universities or foreign ones)
	Develop internal research competitions.	Competitions organized by the IEI	- Number of projects  - Annual growth rate	Research Coordination Types of competition. IEI thematic areas
	Promote collaboration in the development of research activities among professors of the institute, as well as with others from the same university, and with other Chilean and foreign universities.	-Joint publications between professors  - Collaborative projects	- Number of publications  -Number of projects -Annual growth rate	Research Coordination IEI thematic areas
	Encourage the participation of teachers in international conferences.	- Participations in congresses related to the discipline	- Number of participations per year -Annual growth rate	
	Progressively increase the number of publications in journals indexed in WoS, Scopus and Scielo	- Publications in journals indexed in WoS, Scopus and Scielo.	- Number of publications -Annual growth rate	

	<p>Increase the publication of books and book articles in editorials, as established by the national academic community</p>	<ul style="list-style-type: none"> <li>- Number of books published by prestigious publishing houses</li> <li>- Number of chapters published in books by prestigious publishing houses</li> </ul>		
	<p>Create a doctoral program in international studies</p>	<p>Formulation analysis and implementation of the program</p>		<p>Postgraduate School-          Research Coordination          Project development          Faculty members</p>

## INTERNATIONALIZATION

The IEI seeks to promote internationalization in an integrated manner, considering all its strategic areas such as teaching, research, public outreach and community engagement.

Promote, on the one hand, the internationalization of its academics and students through mobility and participation in networks and exchanges with other universities. Encourage the participation of its staff in international projects, through agreements and exchanges. Attract foreign professors and students that allow greater internationalization, generating knowledge that values the interculturality of the Institute.

**Objective 1:** Promote the integration of internationalization in teaching, research and public outreach.

**Objective 2:** Promote the internationalization of academics.

**Objective 3:** Encourage the international experience of IEI students.

**Objective 4:** Promote interculturality.

Objective	Specific objectives	Measurement	Level of breakdown
Promote the integration of internationalization in teaching, research and public outreach	Integrate internationalization in teaching  Foreign postdocs in the IEI  Integrate internationalization in public outreach	Courses that integrate approaches from foreign academics  Courses from the curriculum taught in English  Foreign postdocs  Online courses for foreigners  Conferences, presentations made by foreigners	Number of courses that incorporate approaches from foreign academics  Number of courses in English  Number of foreign post doctorates  Number of foreigners in online courses  Number of speakers, foreign presenters
Promote the internationalization of academics	Academic mobility	IEI academics participating in international activities	Number of academics participating in activities / Total of academics

<p>Encourage students' international experience</p>	<p>Actions to increase students' international experience</p>	<p>Number of actions</p>	<p>Number of students who took courses abroad / total number of enrolled students</p> <p>Number of foreign students / Total number of enrolled students</p>
<p>Promote interculturality</p>	<p>Establish activities that increase the knowledge of different cultures among students</p> <p>Generate actions accompanying foreign student</p>	<p>Intercultural activities</p> <p>Tutoring programs</p> <p>Guide for international students</p>	<p>Number of activities</p> <p>Number of tutors</p> <p>Degree of satisfaction with the information provided</p>

## PUBLIC OUTREACH AND COMMUNITY ENGAGEMENT

The University of Chile, in its 2006 Institutional Development Plan, already defined Public outreach and community engagement as a relevant and equivalent task, from the point of view of its work, to teaching and research. In that line and with the objective of granting the appropriate relevance to this area, that same year the Vice-Rector of Public Outreach (VEX, for its name in Spanish) is created. Then, in 2014, it introduced modifications to current legislation, expanding its scope of action. Thereafter, the University operates in this area through the Vice-Rector of Public Outreach and Communications (VEXCOM, for its name in Spanish).

Consistent with the claims of our University<sup>1</sup>, the Institute of International Studies formally incorporates the activities of Public Outreach and Community Engagement into the academic career of its teachers. Besides, it is recognized as the engine of the creation, promotion and development of permanent processes of interaction, incorporation and communication between their work and the community, in order to influence the political, social and cultural development of the country.

**Objective 1:** Recognize and properly value the function of Public Outreach and Community Engagement in the IEI

**Objective 2:** Socialize and strengthen the activities of Public Outreach and Community Engagement.

**Objective 3:** Create permanent processes of interaction between the IEI and the community with social, cultural, educational and productive impact.

**Objective 4:** Measure the impact of activities of Public Outreach and Community Engagement carried out in the IEI.

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<sup>1</sup> Exceptional Decree N° 0029358 / 2006 VEX creation.



<p>IEI and the community with social, cultural, educational and productive impact.</p>	<p>public and private sector, promoting knowledge exchange</p> <p>Project IEI's work inside and outside the university to make visible its contribution to society</p>	<p>conferences, Public Outreach publications, training, etc.)</p> <p>Participation in IEI promotion activities</p> <p>Participation in media</p>	<p>Type of actions</p> <p>Number of activities</p> <p>Number of appearances in media</p>	<p>(public or private/ national or international)</p> <p>Type of activities (Visits, talks, etc.)</p> <p>Scope of action (public or private/ national or international)</p> <p>Internal media (WEB and Social Networks)</p> <p>External media (TV, Radio, Press, Social Networks)</p> <p>Scope of action (public or private / national or international)</p>
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Measure the impact of activities of Public Outreach and Community Engagement carried out in the IEI	Create a system to monitor the impact of the IEI activities	Degree of user's satisfaction	Percentage of satisfaction by thematic activity	Thematic
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## MANAGEMENT AND FINANCE

In compliance with the objectives set by the University, the IEI considers the need for more robust state financing, something indispensable for the medium-term institutional development of a complex and multidisciplinary Institute.

Among the actions carried out in recent times under the guidelines presented, it can be highlighted the participation of the IEI in University projects. For example, the Humanities, Arts, Social Sciences and Communication Development Project (Bicentennial and Sports Center Initiative); the Vicuña Mackenna 20 Project; the expansion of the IEI facilities through the co-financing of the minor works project; and the implementation of the FIDA Project to strengthen studies on International Development and Global Public Policies.

Likewise, the IEI, in accordance with the Statute of the University and with the Regulation of Institutes, has developed and implemented its own Regulation, responding to the requirement deriving from the instruments that govern us as an institution. This new regulation gives the IEI a governance structure in agreement with the challenges that arise for its development. For the development of its academics, two academic units have been defined, the International Legal and Economic Relations Unit, and the International Relations and Political Science Unit. The Postgraduate School is in charge of the administration of the postgraduate teaching programs taught by the IEI. Three coordinations are added: Economic, Research and Public Outreach and Communications, with the purpose of strengthening IEI's in these fields. Coordination and permanent evaluation bodies strengthen these cases: Institute Council, Postgraduate School Council, Editorial Unit, Evaluation Commission, Self-Assessment Commission, Joint Committee on Hygiene and Safety, among others, instances that allow coordination and feedback of the different activities carried out by the Institute.

Regarding the management and administration of resources, the current financing model obliges the IEI to depend increasingly on the self-generation of income to meet its financial obligations inside and outside the University. For this, the IEI has implemented programs for the efficient management of resources granted by the central level (General Fund, Activities of National Interest), the generation of new programs and academic projects, taking care at all times of its academic excellence and disciplinary relevance. In the last years, it can be highlighted the creation of the Master in Development and International Cooperation, as well as participating in research projects with external sources, and in the strengthening projects offered by the University (PEEI, FIDA, Infrastructure).

The IEI sets its budget on an annual basis, consulting the different internal (Economic Coordination, Accounting Office) and external (VAEGI) bodies and presenting it to the higher bodies (Management, Institute Council) for approval. For its construction, the projection of the different sources of income and the financial commitments for the following year are considered. IEI is committed to the efficient use of resources and the generation of new financing sources. For this, it has implemented permanent review policies of institutional expenses, as well as the search for new financing sources. The beginning of the Bachelor Degree in International Studies (in collaboration with the Faculty of Philosophy and Humanities), is identified as one of the main sources of medium-term income for the IEI. The work done so far has allowed to control the institutional deficit, as well as to project the beginning of the payment of the debt with the Central Unit in the next years. The IEI is expected to be self-sufficient during this period.

It should be noted that, in terms of remuneration, the IEI has implemented policies of non-discrimination and sustainable improvement of the wages of its entire staff, academic and administrative, within the possible margins. Remunerations are defined according to the functions and responsibilities of each staff member, being no differences by gender, nationality or other discrimination not based on the competencies, functions and responsibilities of each of the members of the IEI.

However, for a better use of the resources and the sustainable growth of the IEI, we support a review of the historical criteria of distribution of the resources of the University, which allows a more harmonious development of the different academic units that make up the University of Chile. We value very positively the existence of initiatives that seek to mitigate these differences, such as the creation of Infrastructure and Equipment Investment Funds (FIIIE) and Academic Development Investment Fund (FIDA), competitive funds that aim to reduce inequalities between units (as PEEI), of which we actively participate. Similarly, as a small unit in terms of purchase volumes, we advocate greater coordination between the units and the central level for expenditure on goods and services, such as the centralized purchases of computer programs and other services, which if they are carried out individually, they are not approachable by our Unit. We propose the identification of new areas of cooperation between Units (expendable property) where the purchasing power of the University as a whole can help in efficient budget management.

**Objective 1:** Consolidate the governance model of the Institute for International Studies, strengthening communication and coordination between different levels of work.

**Objective 2:** Strategically align the work of the Institute.

**Objective 3:** Propose to a balanced budget that allows the development of academic projects related to International Studies.

**Objective 4:** Move towards an integrated management of resources.

**Objective 5:** Develop physical and digital infrastructure projects, protection of IEI assets, and continuous renovation of institutional equipment.

**Objective 6:** Promote an integrated services administration, favorable to sustainable development

<b>Objective</b>	<b>Specific Objective</b>	<b>Indicator</b>	<b>Measurement</b>	<b>Level of breakdown</b>
Consolidate the governance model of the Institute for International Studies, strengthening communication and coordination between different levels of work	Implement the IEI regulations and the harmonious functioning of its different work bodies	Report on the implementation of the Institute's Regulation and its possible modifications and / or amendments	Implementation of the Institute's Regulation and its possible modifications and / or amendments	
	Participation in instances of the IEI and in the instances of the structure of the University Government	Reports to the corresponding participation bodies (Management, Council, Postgraduate School, etc.) in instances of the University Government	Report of activities	Administrative and academic management units, as appropriate
	Coordination instances at the Institute level	Institutionalization of coordination instance between IEI bodies	Existence of formal and informal instances of coordination (Institute Council, Postgraduate School Council, Academic Cloisters, Periodic information meetings, etc.)	Administrative management units and academics, as appropriate
	Monitoring the performance of the	Realization of annual accounts of IEI's governance structure,	Balance Report	Administrative and academic management

	Institute's governance structure	including its higher and collegiate bodies		units, as appropriate
Strategically align the work of the Institute	Strategic alignment	Contribution of Units and Coordinations in compliance with the objectives of the Institutional Development Plan of the Institute.	Annual account of Units and Coordinations in compliance with the objectives of the Institutional Development Plan of the Institute.	- Academic units - Coordinations
	Evaluation and quality assurance	Functioning of IEI's Institutional Self-Assessment Committee.	Annual account IEI's Institutional Self-Assessment Committee.	Institutional Self-Assessment Committee.
Propose to a balanced budget that allows the development of academic projects related to International Studies.	Budget for operating expenses	Standardized budget amount for operating expenses per student.	Amount (\$) of budget for operating expenses (no workers expense) / [(Mt <sup>2</sup> Total) * (Total number of undergraduate and graduate students)]	- Type of expenses (basic consumption, leases, among others).
	Infrastructure Maintenance	Budget for infrastructure maintenance.	Amount (\$) of budget for infrastructure maintenance / Mts <sup>2</sup>	- Mts <sup>2</sup> built / surface.

	Budget gap-expenses	Gap between projected and actual expenditure budget in closed year.	[(Total expenditure budget amount projected / Actual expenditure)- 1] * 100	- Academic units. - Entry lines.
	Relationship staff and students	Number of students per worker.	Total number of students (undergraduate, postgraduate) / Number of staff (plant, contract and fees).  Number of students Master and Professional Title/ Number of staff (plant, contract and fees).	- Type of contract (plant, contract, fees). - Type of worker (academic / collaborative) - Gender - Nationality
	Remuneration	Average amount of remuneration.	Remuneration amount (include all items) / Number of staff (plant, contract and fees) and academics (normalized by JCE).	- Workers (academic, collaborative staff). - Academics: academic hierarchy

				(assistant, associate, full professor, instructor).  - Staff member: Manager, professional, technical, auxiliary.  - Type of contract (plant, contract, fees)  - Gender  - Nationality
Move towards an integrated management of resources	Budget coordination	Percentage of budget used together by different academic units / programs.	(Amount used jointly by different academic units or programs / Total budget) * 100	- Academic units.  - Programs.  - Budget line (for example, cleaning)
	Coordination of spaces	Number of classrooms and subjects shared by programs.	Number of classrooms and subjects shared by	- Programs.

	Activities with potential for integration	Cadaster of activities with potential for integration by economies of scale within the University (For example, printing, classrooms, software, surveys, data rankings, among others).	Number of activities registered.	
	Cross processes	Number of transversal processes identified, with an action / optimization plan (Ex: purchases, among others).	Number of cross-sectional processes raised with optimization plan.	
	Institutional knowledge management	Implement a platform for the management of institutional knowledge.	Existence of a platform.	
	Infrastructure Investment	Budget for the construction of new Infrastructure developed based on a master plan.	Amount of the budget for the construction of new infrastructure developed based on a master plan.	
Develop physical and digital infrastructure projects, protection	Participation in the development of large	New spaces enabled for academic projects.	New Mts <sup>2</sup> enabled for academic projects.	

of IEI assets, and continuous renovation of institutional equipment.	infrastructure projects (VM20).			
	Protection of patrimonial goods	Budget for recovery, maintenance and renewal of the assets of the University that are the responsibility of the IEI.	Amount of the budget destined to the recovery, maintenance and renovation of the patrimonial assets of the University that are in charge of the IEI.	
	Renewal of IEI's digital equipment and material of the IEI	Budget for the purchase and renovation of IEI's technologies and materials	Amount of the budget destined to the purchase and renovation of IEI's technologies and materials	
Promote an integrated services administration, favorable to sustainable development	Recycling	Implement a waste recycling system	Implementation of recycling systems in the IEI	
	Services	Water and electricity consumption.	Cm3 / Kwh of consumption.	
	Sustainability	Implementation of plans to reduce the use of physical or disposable materials (single use) in the IEI (papers, plastics, etc.)	Plans to reduce the use of physical or disposable materials (single use) in the IEI (papers, plastics, etc.)	

<p>Become a unit that values its information assets and safeguards access, quality and security of its data</p>	<p>Policy</p>	<p>Generate and implement a government policy of the Data, which regulates the processes to ensure quality and accessible data for users, safeguarding their security</p>	<p>Existence of a policy.</p>	
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