



"Friends of the University of Chile"

Quarterly Newsletter of the U.S. Office of the University of Chile
International University Exchange, Inc.
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To Our Friends

*By Dr. Jorge Litvak, President
International University Exchange, Inc.*

International University Exchange, Inc. (IUE) was established four years ago to stimulate interest in the activities of the University of Chile through collaborative projects and programs with academic and scientific institutions, foundations and corporations in the United States. At that time, internationalization of higher education had reached momentum and priority. Research universities in the United States and other industrialized countries had already identified the need to establish strategic alliances and partnerships with domestic and foreign institutions. Development cooperation, on the other hand, was seeking new roles for the State, higher education, business and industry, and the community. IUE demonstrated that it could play this role for the University of Chile in the international scenario functioning out of Washington, DC. Its uniqueness is that it is the only organization operating in the US on behalf of a Latin American university, public or private.

IUE has established a network of contacts with various academic and scientific institutions, development agencies, as well as with the public and private sectors. The challenge now is to make the highest and most strategic use of them in such a way as to leverage the greatest short and long term benefits to the University of Chile.

In the United States, approximately 85-90% of all contributions to support not-for-profit organizations come from individuals. Due to its nature, IUE has had a limited fund raising program directed to individuals, and has been characterized as a membership drive targeted specifically to alumni of the University of Chile residing in the US. The results achieved have greatly exceeded the standard range

expected from direct mail. IUE's return range is of 7%, but this represents a pool of donors totaling approximately 100 respondents out of 1400 who received the solicitation.

It is probable that IUE could continue to operate as it has and enjoy the same degree of ongoing success. However, the need to strengthen the future of IUE's operation is inseparable from its activities on behalf of the long term interests of the University itself. Therefore, with the support of the University and the assistance of its Board, IUE will take steps now to install an operational infrastructure needed to secure its position and extend its reach for the future.

The support received from our members, "Friends of the University of Chile," has been extremely positive. We call upon you, again, to continue your support and we encourage you to give us further indications of projects or activities that you think could collaborate with IUE in supporting the development programs of the University of Chile.

In This Issue

Restructuring Changes at the University of Chile.....	2
Academic Excellence.....	3
UCH Researchers Awarded Presidential Scholarships.....	3
UCH/WSU Collaboration.....	4
Collaboration with Clinical Pharmacists in Chile.....	5
On the Memo Board.....	6
"Friends of the University of Chile".....	7

The Restructuring Changes at the University of Chile

*By Dr. Jaime Lavados, Rector
University of Chile **

“**T**he restructuring of the University is an instrument because it allows changes in organization, staff composition and procedures--all modifications which do not constitute an end, but rather a beginning. They should adjust and aim towards the decisions that the University and its units take with respect to those substantive questions: the deficiencies in the quality of our teaching, which must be corrected; the lines of priority on each campus which are to be strengthened; the areas that, due to being outdated or lacking pertinence, should be abandoned; the improvement of the quality of our faculty, students and administrators; the improvement of our managerial systems; the development of medium and long term plans in emerging areas which are valuable to promote, and so on.

Naturally, this is a permanent process. Andrés Bello spoke of a "constant accommodation to the development of knowledge and culture and the changing needs of the country." As such, it is difficult to think of rapid achievements in the short period of an administrative structural change, that has not been done in more than five years since our autonomy has been recovered. What happens is that these processes have logic and stages which require different timings.

In the last five years, the basis for making the qualitative leap of this project has been developed. The economic situation has stabilized in such a way that we have now attained a long-term sustainable financial status. Ideas have grown that at times they have not translated into academic achievements or have done so difficultly, due to the administrative and managerial restrictions of our condition of State University. We have now developed new academic projects and renovated concepts over the University's management and, most importantly, a consensus over them has been reached. Only now are there reliable academic statistics, which allow us to work with certain output and operate according to them. Budget process and operations, results and definitions now available, along with the academic indicators, make it now possible to define objectives and goals and evaluate the managerial processes.

In this manner, the structural change is only the first step, and certainly a crucial one, of a process that must continue. But now, with specific projects that incorporate clear objectives, predetermined indicators and allow evaluation and constant modification and the development of institutional, innovative and coherent policies.

It is for this reason that, besides the appropriate administrative measures that signify these changes, the document that is presented incorporates statistical analysis of insufficiencies that is necessary to repair, of goals that we believe can be achieved, of objectives that must be specified.

The Office of the Rector believes that this is now possible because the main change that occurred during these years has been part of our institutional culture. Maintaining our permanent pluralistic mission and public service, we have learned that in the real world there are more efficient ways of achieving precisely the indispensable academic quality to complete this real mission that many of our outdated methods of administration and management.

It is considered that the University is ready to take this step which can consolidate many of the ideas and longings of these years, and will continue to improve and innovate in order to increase our leadership within the scientific educational and Chilean cultural development.”

* From the Introduction of *Proyecto de Optimización de la Calidad Académica*, March 1996. Available upon request to our members.

Academic Excellence

*By Dr. Luis A. Riveros, Dean
Faculty of Economics and Business Administration **

During the second week of August 1996, 13 Presidential Scholarships were awarded for scientific research.** The scholarships represented a high number of proposals from relevant researchers from Chilean institutions of higher education, which were reviewed by a well-known international panel of scientists. Ten of the scholarships were awarded to academicians of the University of Chile in the areas of astronomy, mathematics, biology, physics and chemistry. In addition, two scholarships were awarded to the University of Santiago and one to the Catholic University of Chile.

There are two aspects worthy of highlighting in this process that are relevant for the standards of developing countries. The first one is the importance of promoting competition for research funding from state resources. That's the only guarantee that the assignment of funds go to those who present the best ideas and, over the foundation of their academic background, can carry out the best basic and applied research. This is perfectly in accordance with the idea of subsidizing the demand for higher education services and scientific and technological investigation, instead of exclusively providing direct subsidies to universities. Notably, and contrary to the anticipation of those who believe that the University of Chile suffers a decline in its academic potential, our university has proven once again its full power in scientific and technological research. It further demonstrates that its financial problems can be tackled by reverting to the quality of its products and its leadership among the national universities. In moments where doubt settles on the effectiveness of the traditional funding policies by the state, this experience suggests that more resources for funds in competitive research, the development of new academic lines, and the credit and scholarships for students is the right pathway for the financing our universities, while also securing the reality of a product of both quality and social value.

The second aspect relates to the significance of this recent culminated process. In effect, the research scope of the awarded projects establishes goals for applied research and the development of the industrial foundation, which the country needs. The main obstacle in fully entering the second exporting phase is the absence of enough scientific and technological research. This problem is being approached in a substantial way with the contribution of these presidential scholarships, and it should be the country's hope that such a sustainable program for awarding resources to support the work of the universities for the country's scientific and technological development will prevail. The academic excellence can competitively aspire to obtain the means to fulfill its goals.

* From *Diario Estrategia*, August 21, 1996

** See following article

University of Chile Researchers Awarded 10 of 13 Presidential Scholarships

Ten of the 13 Presidential Scholarships for 1996 were awarded to scientists from the University of Chile. President Eduardo Frei expressed that this is a unique program worldwide which involves a peer-reviewed process of the candidates' proposals by a panel of renown international scientists.

The researchers from the University of Chile who received the US \$120,000 award for a two year period are: Carlos Conca and Enrique Tirapegui in the field of mathematics; astronomers Guido Garay and María Teresa Ruíz; Francisco Hervé in the area of geophysics; Bruce Cassels, Marco Núñez, Eduardo Rojas and Francisco Sepúlveda in the area of biology; and Ricardo Uauy, Director of the Institute of Food and Nutrition Technology (INTA).

President Frei also announced that the number of Scholarships awarded will increase to 40 in 1997 as "it is urgent for Chile to have a broad range of scientists who speak the universal language of science and serve as the antennas to collect and disseminate the scientific advances."

Partnership Between the University of Chile and Washington State University: A New Paradigm for University Collaboration

*Dr. James B. Henson, Director
International Programs
Washington State University*

*Dr. Jorge Litvak, President
International University Exchange, Inc.*

In the decades ahead, universities including the University of Chile (UCH) and Washington State University (WSU) will be challenged to design and deliver new and traditional programs in innovative ways in order to meet the education and informational needs and opportunities of their constituencies. Present and future challenges and opportunities will be impacted by a number of trends, among which are the following:

- * The global nature of economies and direct relationship of national economies to the global economic environment;
- * The evolving information age and the necessity for university education, research and economic development programs to access, utilize and transfer information and technologies from around the world to their clientele;
- * The increasing importance in both the private and educational sectors of alliances and partnerships;
- * The increasing importance of life-long learning and the delivery of education utilizing non-traditional modes, including current and emerging distance education and other technologies;
- * The increasing competition between traditional and non-traditional organizations for the delivery of education; and
- * The decrease in financial support for public universities from traditional sources concurrent with increased expectations and demands on the universities and their programs.

Available data and experiences indicate that alliances and partnerships based upon mutual benefits, the sharing of information and the resources and conduct of joint activities will play an increasing role in the future for both the private/commercial sector and the educational sector. However, in order for such alliances and partnerships to be successful, they must be strategic, based upon congruence of interests and programs, result in mutual benefits and require the commitment of both partners.

In this regard, UCH and WSU have examined their individual programs and have concluded that there are benefits from working together in research, education, public service and economic development. Initial discussions indicated a strong congruence of interests and programs that can form the basis of collaboration. As the specifics were further detailed, it was found that these interests and areas of potential collaboration involved a broad spectrum of university programs and activities in agriculture, the sciences, business, veterinary medicine, pharmacy, the liberal arts and others. Establishment of a UCH/WSU Partnership Coordinating Committee with subcommittees at WSU and at UCH has facilitated the interchange of information and ideas and the conduct of research and educational programs between the two universities. Such an approach has not been the usual in the past. It offers an opportunity to establish a new paradigm for inter-institutional collaboration which can have significant impacts on UCH and WSU, as well as other universities.

As the partnership evolved, additional benefits and potentials have become evident. The purpose of this partnership is to enhance the relevance and effectiveness of education, research, outreach/public service and economic development programs for both universities in order to enable each institution to better meet its responsibilities and to better serve its constituencies. The partnership is based upon collaboration, sharing of faculty and other resources and the conduct of mutually beneficial endeavors across a spectrum of subject matter areas and activities. In the process, the organizational and operational arrangements and activities between the two partners has strengthened and continues to evolve.

Continued on next page...

Early Identification and Lifestyle Counseling for Alcohol Abuse: A Unique Program in Collaboration with Clinical Pharmacists in Chile

Studies by Dr. Yedy Israel et al., Thomas Jefferson University, Philadelphia, Pennsylvania, and member of IUE's Board of Directors, have shown that identification of the problem drinker in the primary health care level, followed by simple advice to reduce consumption and a brochure explaining how to achieve it, reduces alcohol consumption by the problem drinker by about 40%. Further, when the above is combined with a lifestyle counseling provided by a nurse over a one year period, alcohol consumption by the problem drinker is reduced by 70% and alcohol-related morbidities are reduced by 85%. This brief counseling also reduces the utilization of medical services by 30%.

Nowadays, the pharmacist has moved from its classical dispensing role to be part of the health team as clinical pharmacist. A collaborative project has been launched in Chile, between the University of Chile and Thomas Jefferson University, which aims at determining which are the most efficient, non obtrusive and acceptable methods by which the pharmacist can identify problem drinking in clients and test the effectiveness of a brief intervention, which allows the problem drinker to return to a responsible pattern of drinking which avoids intoxication.

The project is being funded by grants from Farmacias Ahumada of Chile to the Faculty of Chemistry and Pharmaceutical Sciences of the University of Chile; by Thomas Jefferson University; and by a grant from the International Center for Alcohol Policies to IUE.

PATRIMONIO UC

Continuation.....

Partnership Between the University of Chile and Washington State University: A New Paradigm for University Collaboration

Areas of collaboration and joint activities in education, research, public service/outreach and economic development including working with the private sector have been identified and continue to develop. These include the conduct of continuing education programs and workshops, the conduct of collaborative/joint educational programs, and faculty development. Joint research has been established with research projects and activities continuing to be identified and initiated. Both universities have shown their commitment to the partnership by providing an initial seed money fund. Additional funding to support these activities is being sought from both internal and external sources. As part of the public service/outreach and economic development activities, mechanisms are being developed in order to facilitate interaction between the two universities and Chilean and State of Washington private sector firms.

The University of Chile and Washington State University partnership for the 21st Century offers great promise for both universities. It can also serve as a paradigm for a different type of relationship between educational institutions as they meet the challenges and opportunities of the 21st Century, which will result in the strengthening of capabilities and programs and improved service to their respective constituencies in an increasingly interdependent world.

Memo Board



CSAV Chilean Lines Donates Shipping for Accelerator

The Chilean company, Compañía Sud Americana de Vapores, donated the shipping charges for the transportation from New York to San Antonio, of the Van de Graaff Accelerator donated by Bell Laboratories to the Faculty of Sciences. IUE is pleased to acknowledge this generous contribution of CSAV to the University of Chile.



Visit of Rector Lavados to Washington and New York

Last July, Dr. Jaime Lavados, Rector of the University of Chile, visited Washington, DC and New York. In Washington, he presented a seminar at The World Bank on the recent conference he hosted in Santiago of Presidents/Rectors of public universities; briefed several representatives of various US agencies on the programs of the University on Science and Technology, and traveled to Baltimore to discuss the collaboration between the programs of neurosciences of the University of Chile and Johns Hopkins University.

In New York, Rector Lavados held meetings at the Ford Foundation on matters related to higher education and at UNDP on the Global Environmental Facility (GEF) program.

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