




# UPC BYLAWS

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### TITLE I: NATURE AND PURPOSES

1. The Universidad Peruana de Ciencias Aplicadas (hereinafter, the University) is an institution created under Law 26,276, engaged in academic and professional education, cultural outreach, intellectual and artistic creativity, and scientific and technological research.
2. The University's organization and functioning are regulated under the General Corporate Law, the Education Investment Promotion Law (Legislative Decree 882), the Law on Universities (Law 30,220) and the Corporate Bylaws, registered under reference number 11119020 in the Registry of Legal Entities in the Public Records of Lima.
3. The University is engaged in University -level higher education, at the undergraduate and postgraduate levels. For that purpose, the University organizes and establishes its academic regimen into Schools and has a Graduate School, which provides postgraduate academic programs and extension activities.

### TITLE II: MISSION, VALUES, AND PRINCIPLES

4. The University's mission is to educate upstanding and innovative leaders with a global vision, who will transform Peru
5. The values that the University promotes as the foundations of its education activity, based around educating its students as both competent professionals and as people, are as follows:
  - **Leadership:** Ability to inspire and positively influence others in the achievement of objectives.
  - **Teamwork:** Ability to work together and share duties for the achievement of a common objective.
  - **Service:** Drive to provide an experience that greatly exceeds stakeholders' expectations.
  - **Excellence:** Ability to act as a skilled, autonomous, and proactive organizer, establishing plans and managing resources in order to guarantee quality and exceed goals.
  - **Innovation:** Ability to propose and implement innovative solutions and projects with a flexible attitude toward change.
6. In the performance of its duties, the University seeks to promote the development of the following general competencies:
  - a. **Citizenship:** Ability to value human coexistence in plural societies, reflecting on the moral aspects of their own actions and decisions, and taking responsibility for the consequences thereof, within a framework of respect for citizens' rights and duties.
  - b. **Written Communication:** Ability to construct messages with relevant content and solid and clearly connected arguments adapted to different purposes and publics.

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- c. **Oral Communication:** Ability to verbally transmit messages orally, aimed at different audiences, using different tools to facilitate the understanding and the achievement of the purpose.
  - d. **Information Management:** Ability to identify the necessary information, as well as seeking it out, selecting it, evaluating it, and using it ethically, in order to solve a problem.
  - e. **Critical Thinking:** Ability to exhaustively explore problems, ideas, or events in order to formulate well-founded conclusions or opinions.
  - f. **Innovative Thinking:** Ability to detect needs and opportunities for the generation of innovative, viable, and profitable projects or proposals. Efficient planning and decision-making oriented toward the project's objective.
  - g. **Quantitative Reasoning:** Ability to interpret, represent, communicate, and use a range of quantitative information in real-world circumstances. This includes calculating, reasoning, and making judgments and decisions based on this quantitative information..
7. In line with the accomplishment of its mission, the University possesses an educational model that guides academic processes in a joint direction and aligns the teaching-learning process for the achievement of general and specific competencies for each Program.
  8. The University possesses an Integrated Academic Quality System (SICA), which organizes, evaluates, supervises, and highlights academic support and academic results, while also promoting the adoption of best practiced and continuous improvement of academic achievements and processes. SICA forms part of the UPC Academic Quality Policy.
  9. The University encourages free discussion of ideas amongst its students, faculty, and staff, without fear of censorship or recriminations, in adherence with the principles of academic pluralism and freedom, embodied in an Academic Freedom Policy.

### TITLE III: THE ORGANIZATION

#### CHAPTER I: ORGANIZATIONAL STRUCTURE

10. The University features the following governance bodies, as specified in the General Corporations Law: Shareholders Assembly, Board and General Management.
11. For the purposes of compliance with its function, the University features the following academic authorities, with the roles and functions specified in these Regulations:
  - a. The Rector.
  - b. The Vice Rector for Academic Affairs and Research.
  - c. The Vice Rector for Planning and Development.

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- d. The Vice Rector for Student Affairs.
  - e. The University Secretary.
  - f. The Director of the Graduate School.
  - g. Deans.
  - h. Program Directors.
  - i. Academic Departments and Support Departments directors.
  - j. Site Academic Directors.
  - k. Postgraduate Academic Directors.
12. The following entities constitute academic support, consultation, coordination, and deliberation bodies:
- a. Advisory Committees.
  - b. The Management Committee.
  - c. The Council of Academic Policies.
  - d. Academic Committees.
  - e. The Ethics Committee.
  - f. The Ombudsman Office.

In accordance with decisions made by the Rector, Vice-Rectors, Deans, Program Directors and/or Academic Directors, other collegiate bodies in addition to those specified herein may be formed, to contribute to the accomplishment of the functions of each area or the academic progress of the institution, as applicable. These may include the following, with specific regulations to govern their functioning and procedures: Curriculum Change Committee, *Program Review* Committee, and Accreditation Committee.

13. University and academic authorities are appointed as established in the Corporate Bylaws, with the functions and responsibilities governed in accordance with the Corporate Bylaws and these Regulations.

## **CHAPTER II: SHAREHOLDERS ASSEMBLY AND THE BOARD**

14. The Shareholders Assembly is the highest-level body and rules on all matters within its field of competency, in accordance with the provisions of the Corporate Bylaws, which constitute the regulations that govern it.
15. The Board is the collegiate body elected at Shareholders Assembly, which holds all legal representation and management powers necessary for the management of the Company, in accordance with its objectives, with the sole exception of matters expressly reserved by

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the Shareholders. The regulations for its functioning are established in the Bylaws of the University.

16. The Board shall be supported by the following bodies: Financial Auditing Committees; Student and Academic Affairs Committees; Finance, Budgeting, and Planning Committees; and Corporate Governance Committees, with the functions and mechanisms established in the Corporate Bylaws.
17. The Board will elect one of its members as its Chair, who shall chair its sessions, with the functions established in the Corporate Bylaws.

### CHAPTER III: THE ACADEMIC AREA

#### **SECTION I: OFFICE OF THE RECTOR**

18. The Rector is the University's highest level academic authority. He directs the implementation of the academic policy approved by the Board and the management of University activities. He is appointed as indicated in the Corporate Bylaws, reporting the results of his general academic and administrative supervision activities to the Board.

University authorities and executives are made available to engage in the tasks commissioned by the Rector, who in turn may be required by the General Management to perform specific tasks.

19. The following are requirements for serving as Rector:
  - a. Being a citizen.
  - b. Being an ordinary full professor in Peru or holding an equivalent position abroad, with no less than five (5) years of experience at that level.
  - c. Holding the academic degree of Doctor, obtained through on-campus delivery mode.
  - d. Not having been convicted of a severe crime with sentence legally imposed.
  - e. Not being listed in the National Registry of Sanctions of Dismissal and Disbarment.
  - f. Not being listed in the national registry of Family Court Order Non-Payment, or being due for payment of any civil reparations imposed for a sentence already completed.
20. The Rector has the following responsibilities:
  - a. Directing the academic activity of the University.
  - b. Representing the University and engaging in all types of institutional relations with all classes of public and private bodies and authorities, domestic or foreign.
  - c. Overseeing the University's compliance with applicable legislation, State and social requirements, and agreements of its governance bodies.

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- d. Executing agreements made by the company's governance bodies.
- e. Approving the creation, merging, suppression, or restructuring of academic units, specialties, sections, or programs.
- f. Approving the University Strategic Plan and submitting it to the Board, in coordination with the CEO.
- g. Chairing the Council of Academic Policies and Institutional Advisory Council, and calling their sessions, as well as chairing the sessions of any other collegiate body called.
- h. Promoting the signing of agreements with universities or other educational or cultural institutions in the country or abroad.
- i. Supervising the University regulations, standards, and policies, and taking the final decision to approve them, while not exclusive competence of the Board.
- j. Bestowing Academic Degrees and Professional Titles, and countersigning corresponding diplomas, as well as granting University distinctions, as proposed by corresponding academic bodies.
- k. Proposing the appointment of authorities dependent on the Office of the Rector, for confirmation by the Board.
- l. Submitting the annual report, the semester management report, and the accountability report for the past annual budget for approval by the Board, in coordination with the CEO.
- m. Ensuring the transparency of University economic and financial information, in coordination with the CEO.
- n. Issuing Resolutions on the academic aspects that, within the framework of the University's regulations and procedures, merit such treatment.
- o. Approving, modifying, or interpreting University regulatory provisions.
- p. Proposing modifications to these Bylaws for consideration by the Board, on his own initiative or following proposal by other University authorities.
- q. Any other functions set out in the Corporate Bylaws, these Bylaws and all other regulations of the University.

## **SECTION II: THE OFFICE OF THE VICE RECTOR FOR ACADEMIC AFFAIRS AND RESEARCH**

- 21. The University has a Vice Rector and or Academic Affairs a Research, appointed as proposed by the Rector and subsequently confirmed, as indicated in the University's Corporate Bylaws.
- 22. Persons who serve as Vice Rector and or Academic Affairs a Research must comply with the requirements for serving as Rector.
- 23. The principal responsibilities of the Vice Rector and or Academic Affairs a Research are as follow:

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- a. Guiding institutional efforts in the implementation of the Educational Model.
- b. Proposing academic area policies to the Rector.
- c. Proposing academic quality objectives to the Rector.
- d. Making proposals to the Rector relating to the Admission Policy, in accordance with regulations in force.
- e. Directing and executing the general policy for academic education at the University.
- f. Drafting a strategic plan and operating plan for the academic area.
- g. Supervising the preparation of strategic plans for schools, programs and academic departments.
- h. Supervising the execution of the Faculty Management Plan, conducted by the Educational Quality Department.
- i. Working with the Rector to propose, coordinate, and demonstrate the feasibility of investments in infrastructure, equipment, and other materials necessary for optimal engagement in academic activity by schools, programs, and academic departments.
- j. Overseeing institutional and program accreditation processes.
- k. Supervising program international development plans.
- l. Working with corresponding Deans to propose candidates to the Rector for positions directing Programs or Professional Schools.
- m. Propose candidates to the Rector for positions directing Academic Departments or Areas within their remit.
- n. Proposing curriculum structures for academic programs.
- o. Chairing the Academic Committee and calling its sessions.
- p. Supervising the following: (i) academic quality indicators; (ii) the academic activities of the working commissions, groups, and individuals that report to them; (iii) assigning workloads to full time and part time faculty; area plans; (iv) students' academic performance; (v) the activities of different programs' Advisory Councils; (vi) the dynamics of academic terms; (vii) budget application; and (viii) internal academic events.
- q. Organizing and managing the University undergraduate projection services.
- r. Proposing the University's research plan to the Rector.
- s. Managing, supervising, and evaluating research activities conducted at the University.
- t. Organizing the dissemination of knowledge and the results of research activities.
- u. Managing research financing with public or private bodies and entities.
- v. Promoting the generation of resources for the University through the production of goods and provision of services derived from research and development activities, and through the receipt of royalties for patents or other intellectual property rights.
- w. Submitting proposals for improvement and updating academic regulations and standards to the Rector, and overseeing dissemination and compliance.
- x. Working together with the Rector to approve the University's Academic Regulations.
- y. Representing the University at internal and external academic events.

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- z. Any other functions set out in the Corporate Bylaws, these Bylaws and all other regulations of the University, and matters indicated by the Rector.

### SECTION III: THE OFFICE OF THE VICE RECTOR FOR PLANNING AND DEVELOPMENT

24. The University has a Vice Rector for Planning and Development, appointed as proposed by the Rector and subsequently confirmed, as indicated in the University's Corporate Bylaws.
25. Persons who serve as Vice Rector for Planning and Development must comply with the requirements for serving as Rector.
26. The Vice Rector for Planning and Development has the following principal functions:
- Identifying, proposing, organizing, and systematizing new projects and initiatives, which arise as matter of innovation in institutional tasks.
  - Anticipating the scenarios in which the University performs its tasks, as well as opportunities to underpin its growth and the expansion of its activities.
  - Preparing models to project requirements in physical infrastructure and - when thus tasked - teaching rooms, laboratories, equipment, services, and recreation areas; as well as future projection of student numbers.
  - Determining investment and infrastructure needs for institutional development.
  - Preparing development plans for new programs and complementary projects.
  - Preparing and supervising projects relating to the University's future academic development, as required by the Office of the Rector.
  - Managing, executing, and supervising the preparation of information necessary for decision making, on matters of planning and development, for submission to the Office of the Rector or any other area within or outside the University, as required.
  - Managing and supervising the execution of activities by the Registrar's Office and ensuring that academic records are maintained and kept safe.
  - Projecting the calendar and schedule of academic activities, as well as projecting and optimizing the use of installed capacity for academic purposes.
  - Any other functions set out in the Corporate Bylaws, these Bylaws and other regulations of the University.

### SECTION IV: THE OFFICE OF THE VICE RECTOR FOR STUDENT AFFAIRS

27. The University has a Vice Rector for Student Affairs, appointed as proposed by the Rector and subsequently confirmed, as indicated in the University's Corporate Bylaws.
28. Persons who serve as Vice Rector for Student Affairs must comply with the requirements for

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serving as Rector.

29. The principal responsibilities of the Vice Rector for Student Affairs are as follow:

- a. Guaranteeing the planning and optimal execution of the processes and services tasked to this office, coordinating with other areas and promoting innovation and improvement of quality, to the satisfaction of members of the University Community.
- b. Supervising the optimal functioning of the services offered by the Library and the execution of related processes.
- c. Promoting the international development of the University's programs and academic activities.
- d. Promoting sports and cultural activity in the University community.
- e. Ensuring the efficient usage of resources assigned.
- f. Channeling suggestions made by students and faculty to improve regulations, processes, and services provided by the Office of the Vice Rector for Student Affairs.
- g. Preparing the annual plan and budget and administering its execution.
- h. Any other functions set out in the Corporate Bylaws, these Bylaws and other regulations of the University.

#### **SECTION V: THE UNIVERSITY SECRETARIAT**

30. The University Secretary is appointed as proposed by the Rector and subsequently confirmed, as indicated in the University's Corporate Bylaws.

31. The University Secretary has the following responsibilities:

- a. Signing documents issued by the University, in order to attest that they were indeed issued by authorities empowered to do so.
- b. Preparing and countersigning Resolutions of the Rector.
- c. Advising University authorities on procedures filed with sector authorities, and managing communications tasked by the Office of the Rector.
- d. Advising University areas and authorities on the application of institutional academic regulations.
- e. Reviewing and coordinating modifications to the University's internal academic regulations, in cooperation with corresponding areas.
- f. Supervising the activities of the University's Degree Certification Office.
- g. Coordinating the functioning of the Ombudsman Office.
- h. Verifying compliance with sector regulations.
- i. Establishing mechanisms to handle queries, coordination, and submission of information required by the sector regulatory body, in the form requested and within the due period.
- j. Any other functions set out in the Corporate Bylaws, these Bylaws and other regulations

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## SECTION VI: THE GRADUATE SCHOOL

32. The University has a Graduate School Director, appointed as proposed by the Rector and subsequently confirmed, as indicated in the University's Corporate Bylaws.
33. Any person appointed as Graduate School Director must have academic qualifications equal to or higher than those granted by the Graduate School.
34. The Graduate School Director has the following responsibilities:
  - a. Managing the Graduate School on behalf of and as the representative of the bodies of the company.
  - b. Overseeing the Graduate School's compliance with applicable legislation, the Corporate Bylaws, and agreements of its governance bodies in areas within its remit.
  - c. Executing agreements made by the company's bodies.
  - d. Arranging the Academic Advisory Council, Academic Committee, and Graduate School advisory groups or internal bodies and commissions, and chairing their meetings.
  - e. Approving the creation, merging, suppression, or restructuring of postgraduate academic areas and programs.
  - f. Supervising the preparation and implementation of the Graduate School Strategic Plan.
  - g. Facilitating the implementation of policies for Graduate School faculty development, tasked to the Educational Quality Department.
  - h. Representing the Graduate School before all public or private institutions.
  - i. Promoting the creation of agreements with cultural, educational, and University bodies, within the country and abroad.
  - j. Guiding and ensuring the performance of the Graduate School's academic programs, within the University organization institutional framework and the University Academic Quality Policy.
  - k. Requesting the Rector to grant academic degrees, following verification of compliance with the requirements established, following proposal by corresponding Graduate School academic bodies.
  - l. Proposing candidates for corresponding positions to the Rector, in accordance with these Regulations and other University Regulations.
  - m. Taking awareness of and resolving matters that are not tasked to other University authorities, linked with postgraduate programs.
  - n. Any other functions set out in the Corporate Bylaws, these Regulations, and other regulations of the University.

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- 35. Support areas for the Graduate School include the academic departments, while advisory and support bodies include the Advisory Committee and Academic Committee (described in Articles 10 and 15 hereof, respectively), as well as the Graduate School Executive Committee.
- 36. The Graduate School Executive Committee comprises the Graduate School Director (who chairs it), the School’s Academic Directors and the head of the Registrar’s Office for the Graduate School; the University’s Educational Quality Director and Director of Quality Assurance (or their representatives); and the Administrative Directors and academic support departments (or their representatives) who may be invited to participate.

The Graduate School Executive Committee is an internal communication and organization body that meets every two weeks to analyze the behavior of the postgraduate education market, propose initiatives aligned with the School’s strategies, evaluate indicators of compliance with strategic goals and changes in the environment, and propose strategies and opportunities for continuous improvement.

- 37. The Graduate School academic departments are structured based on areas of knowledge and specialization, linked to the School’s academic programs, such as Administration, Law and Economics, the Human Factor, Finance, and Engineering; with the functions described in Section XI of this Chapter of the Bylaws.

Also, the Graduate School includes a Business Division, a unit tasked with meeting requirements for corporate training in companies and in both public and private institutions, as well as a Research Unit, which proposes the Graduate School intellectual production and research development plan, within the framework of the University’s Research Policy.

- 38. External coordinators and directors may be hired to support the management provided by the Graduate School Director, with the functions specified in the School’s internal regulations and policies.

**SECTION VII: THE DEANS’ OFFICES**

- 39. The Dean is the highest governance authority of a School. The University has one Dean for each School, appointed as proposed by the Rector and subsequently confirmed, as indicated in the University’s Corporate Bylaws.
- 40. The following conditions must be met for a person to be appointed Dean:
  - a. Being a citizen.
  - b. Being a full professor in Peru or abroad, with no less than three (3) years of experience in that category.

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- c. Holding a Doctorate or Master's Degree in the applicable field, which must have been obtained through on-campus delivery mode. This requirement does not apply to teaching personnel specialized in the arts, of recognized national or international prestige.
  - d. Not having been convicted of a severe crime with sentence legally imposed.
  - e. Not being listed in the National Registry of Sanctions of Dismissal and Disbarment.
  - f. Not being listed in the national registry of Family Court Order Non-Payment, or being due for payment of any civil reparations imposed for a sentence already completed.
41. The Deans are responsible for the following:
- a. Administrative management of the School.
  - b. Proposing to the Vice Rector for Academic Affairs and Research regarding candidates for Program Directors in their Schools.
  - c. Academic management of the School, through the Program Directors.
  - d. Supervising the performance of Program Directors at their Schools, who report directly to them.
  - e. Evaluating the curriculum and making proposals to the Vice Rector for Academic Affairs and Research regarding their structure and curriculum modifications.
  - f. Approving the faculty proposal submitted by School and Program Directors.
  - g. Propose and participate in the implementation of the extension and graduate study activities that contribute to the University's development.
  - h. Spearheading the Program Review and assessment processes, which implies the implementation of a continuous improvement process that uses data acquisition, review, and analysis to identify opportunities for improvement such as to ensure the effectiveness and quality of the processes involved in achieving learning outcomes amongst students.
  - i. Approving the School and Program Strategic Plans, Marketing Plans, Operating Plans, and Improvement Projects.
  - j. Evaluating performance in indicators of efficiency and effectiveness, and proposing strategies to achieve academic objectives.
  - k. Submitting to the Rector, with the endorsement of the Vice Rector for Academic Affairs and Research: (i) the creation, merging, suppression, or restructuring of academic units or their specialties or sections; (ii) the creation of academic positions as required; and (iii) rolls of lists of members of Academic Advisory Councils for programs in their schools, meetings of which are chaired by the corresponding Dean.
  - l. Proposing agreements with companies for students' pre-professional internships to the Career Services Office, in coordination with the Program Directors.
  - m. Proposing the following to the Vice Rector for Academic Affairs and Research: (i) the granting of honorary and University distinctions; and (ii) academic agreements with Peruvian or foreign organizations.
  - n. Ensure the implementation of the educational model and university teaching principles of the Faculty in charge.

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o. Any other functions set out in the Corporate Bylaws, these Bylaws and other regulations of the University.

42. Each School shall feature one or more Academic Advisory Councils, which issue opinions and recommendations on matters submitted to them; their characteristics are specified in these bylaws.

#### **SECTION VIII: THE PROGRAM DIRECTORS' OFFICES**

43. Program Directors are leading professionals with University -level academic experience in the professional education academic program that they manage.

44. Program Directors must hold a doctorate in the corresponding specialty. This requirement does not apply to teaching personnel specialized in the arts, of recognized national or international prestige.

The University employs one Program Director for each of its programs. They are proposed by the Dean of the School that operates their Program, and confirmed by the Vice Rector for Academic Affairs and Research. Program Directors report to the Dean of the corresponding School.

45. Program Directors have the following responsibilities:

- a. Designing, structuring, and periodically reviewing curricular plans, in coordination with the Dean, and taking responsibility for guaranteeing the University's Educational Model and Pedagogical Principles in their programs.
- b. Working with the Dean for the development of their functions and, in particular, on the design and academic progress of their programs; on continuous improvement; on the preparation of the School and Program Development Plan; and on other tasks that contribute to the optimal advancement of the School and Program.
- c. Managing resources and taking actions as required for the development of their Programs, in accordance with the model approved by the School and the schedule specified, in coordination with the Dean and the Office of the Vice Rector for Academic Affairs and Research.
- d. Establishing channels of communication with students, parents, program faculty members, and University authorities.
- e. Arranging and participating in coordination meetings with faculty members in their Programs at least once per week, to enhance academic work and achieve a working environment for the optimal accomplishment of their functions.
- f. Participating in meetings of the Academic Committee called by the Vice Rector for Academic Affairs and Research.
- g. Forming the Program's faculty team, with highly skilled professionals who identify with UPC, applying documented and justified hiring practices, submitted in due time to the

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Vice Rector for Academic Affairs and Research.

- h. Preparing and proposing a Training Plan and a Work Plan each semester for their faculty members, for approval by the corresponding Dean and the Vice Rector for Academic Affairs and Research.
- i. Propose to the Faculty Dean the addiction of full-time faculty and course coordinators
- j. Supervising academic activities relating to their Programs, verifying their timely application with the quality levels required, in terms of delivery of syllabuses, teaching of classes, attendance and punctuality of students and faculty, preparation and usage of assignments and exams, and the usage of audio-visual and reading materials.
- k. Integrated evaluation of Program faculty.
- l. Assessment and monitoring of students' academic results.
- m. Participating in activities organized by the Educational Quality Department, as well as working as an advisor for students and a facilitator of the UPC educational model.
- n. Spearheading the Program Review and assessment processes for their programs, which implies the implementation of a continuous improvement process that uses data acquisition, review, and analysis to identify opportunities for improvement such as to ensure the effectiveness and quality of the processes involved in achieving learning outcomes amongst students.
- o. Deciding on course transfer requests of their students.
- p. Collaborating with the activities of the Marketing Department in disseminating their programs and as required.
- q. Working in a timely manner alongside the Registrar's Office on matters regarding courses in their programs, as well as requests for rooms and teaching materials, drawing up class schedules, printing and distributing study materials, entering grades and attendance and punctuality records for students and faculty members in the Academic Information System, and other activities as required.
- r. In coordination with the Career Services Office, evaluating requests and reports on the students pre-professional practices, their majors and companies, and grading them.
- s. Teaching at least one course in their Program, as defined in corresponding SICA procedures.
- t. Acting as an advisor for theses and professional projects, appointing advisors for the different types of academic degrees and forming part of the corresponding examining committees.
- p. Preparing their Program's budget plan and submitting them to the Vice Rector for Academic Affairs and Research, for approval and integration into the University budget; and overseeing budget execution, as well as preparing their Strategic Plan, Marketing Plan, Operating Plan, and Improvement Projects of the Program in charge.
- u. At the end of each academic term, submitting a report to their Dean regarding faculty activities, which the Dean assesses and submits to the Vice Rector for Academic Affairs and Research.
- v. Managing and executing a visit and work program for all sites where the Program is taught.
- w. Any other functions set out in these Bylaws and all other regulations of the University.

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46. The programs that are managed by the Schools may be known as Professional Schools, in which case they shall be managed by a School Director, who has the same responsibilities as are indicated in this section of the Regulations for Program Directors.

**SECTION IX: THE ACADEMIC DEPARTMENTS AND SUPPORT DEPARTMENTS**

47. Academic Departments are academic service units that make proposals to Programs for general education courses in the Basic Sciences, Humanities, and Languages, encouraging students to develop a critical, dialog-oriented, flexible, responsible and plural perspective on themselves and their surroundings, along with the development of the general competencies of the UPC Educational Model.

48. Department Directors are confirmed by the Vice Rector for Academic Affairs and Research, to whom they report. For this role, they must hold a doctorate or Master's degree in the corresponding field.

49. Department Directors are responsible for teaching and administrative management in their courses and areas, as in the case of Program Directors, and therefore must:

- a. Work together with Full Time Faculty in their area and corresponding administrative areas to prepare their Strategic Plan, Operating Plan, Department Improvement Projects, and, if required, Infrastructure Plan.
- b. Submit up the budget for their area and supervise its implementation.
- c. Proposing the following to the Vice Rector for Academic Affairs and Research: (i) Departmental faculty list; (ii) granting of honorary and University distinctions; (iii) academic agreements with Peruvian or foreign organizations; and (iv) modifications to academic regulations.
- d. Supervising and evaluating academic quality indicators in their courses and advancement through academic terms.
- e. Approving course credit transfers in their courses.
- f. Assessment and monitoring of students' academic results.
- g. Participation in the preparation of the Training Plan for corresponding faculty members and administrative personnel.
- h. Spearheading the assessment process for their area, which implies the implementation of a continuous improvement process that uses data acquisition, review, and analysis to identify opportunities for improvement such as to ensure the effectiveness and quality of the processes involved in achieving learning outcomes amongst students.
- i. Supervising all academic activities relating to their areas, verifying their timely application with the quality levels required, in terms of factors such as the delivery of syllabuses, teaching of classes, attendance and punctuality of students and faculty, preparation and usage of practicals and exams, and the usage of audio-visual and reading materials.

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- j. Working alongside the Registrar's Office on all matters regarding scheduling and monitoring of teaching in courses, as well as drawing up class schedules, assigning faculty members, requests for rooms and teaching materials, printing and distributing study materials, entering grades and attendance and punctuality records for students and faculty members in the Academic Information System, and other activities as required.
  - k. Managing requests for document acquisition with the Library, for both the University collection and sale to students, ensuring that the Library has the documents necessary for running the courses for which their departments are responsible.
  - l. Teaching at least one course in their Department, as defined in corresponding SICA procedures.
  - m. Preparing a Work Plan each semester for their faculty members, approved by the Vice Rector for Academic Affairs and Research.
  - n. At the end of each academic term, submitting a report on faculty activities, which is submitted to the Vice Rector for Academic Affairs and Research.
  - o. Any other functions set out in these Bylaws and all other regulations of the University.
50. Directors for the working adult programs must meet the same eligibility requirements as Program Directors, are governed under the same regulatory provisions, and have the same functions and responsibilities, regarding all matters linked to the academic programs allocated to them.
51. The University possesses a number of academic support departments that are part of the Academic Area, are organized as departments or similar bodies as may be established, and are coordinated as part of corresponding Vice Rectors' Offices. Their functions and responsibilities are specified in these Regulations.

#### **SECTION X: THE SITE ACADEMIC DIRECTIONS**

52. Site Academic Directors are the representatives of the Academic Area and their authorities at their corresponding sites. The Rector, on the recommendation of the Vice Rector for Academic Affairs and Research, to whom they report, confirms them.
53. Site Academic Directors have the following responsibilities:
- a. Facilitate and support the academic management of faculties and academic areas that develop programs on campus.
  - b. Verify and take necessary measures to ensure that the faculty induction process of the site is met.
  - c. Verify the 360° Evaluation of the part-time faculty, whom teach on campus, and facilitate the Quality Assurance Director the support to conduct the academic surveys and SICA evaluations
  - d. Supervising the correct scheduling of classes and overseeing attendance, cancellation, and rescheduling of sessions.

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- e. Verifying guaranteeing compliance with academic planning and other processes in the institutional Educational Model, and ensuring correct implementation of classes, in terms of the usage of available academic resources and reviewing progress in scheduled reading.
- f. Ensure that the educational model of the UPC is fully met in each session, properly planning the necessary resources, with efficient systems and processes of monitoring and control
- g. Taking part in meetings of Committees, Councils, and other collegiate bodies to which they are called.
- h. Ensuring and monitoring the presence of faculty members and Academic Directors at their sites, as scheduled, in order to provide students with orientation.
- i. Ensuring the availability of student support and orientation at their sites, through the Educational Quality Department.
- j. Facilitate the Director of Educational Quality support for meeting the educational model processes and attention to faculty and students.
- k. Establishing action plans to achieve strategic goals defined for the institution.
- l. Any other functions set out in these Bylaws and all other regulations of the University.

#### **SECTION XI: THE POSTGRADUATE ACADEMIC DIRECTIONS**

54. The Graduate School Director, to whom they report, appoints postgraduate Academic Directors. They have the following responsibilities:
- a. Designing and updating curricular plans and study plans in accordance with established processes and schedules, in coordination with the Educational Quality Department; and taking responsibility for the implementation of the University's Educational Model and Pedagogical principles in the programs for which they are responsible.
  - b. Coordinating with the External Coordinators or Directors assigned to their programs regarding content of the curricular plans and study plans, hiring and selection of faculty members, and assessment of their performance. They also support faculty in the operational development of this academic program.
  - c. Negotiating and concluding inter-institutional agreements to be signed by the Director of the Graduate School relating to programs within their remit, and reporting agreements formed and the contents of the same to corresponding academic and administrative areas.
  - d. Overseeing compliance with schedules for the completion of theses.
  - e. Approving the thesis advisors chosen by students, and approving thesis plans.
  - f. Appointing commissions for thesis defense and assessment of Final Application Work.
  - g. Proposing to the appropriate person the holding of events to contribute to the better development of their programs.
  - h. Managing actions required for the optimal development of their academic areas and programs.
  - i. Establishing channels of communication with students, faculty members, and University authorities.

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- j. Calling and participating in coordination meetings with faculty members in their areas and programs.
- k. Participating in meetings of the Graduate School Executive Committee and Academic Committee.
- l. Participating in activities organized by the Educational Quality Department and marketing activities for their programs.
- m. Interviewing admission candidates for their programs.
- n. Holding interviews during the selection process for faculty members in their areas and programs.
- o. Inviting academics to the faculty and establishing the faculty roll for the courses offered in their programs, subject to coordination with corresponding academic area directors.
- p. Informing faculty members of their hiring conditions, teaching sites, fees, schedules, courses, topic areas, and other relevant matters.
- q. Contributing to the Graduate School's intellectual production with articles and papers for dissemination in specialized media and corporate and academic journals.
- r. Providing the Registrar's Office with detailed information on SICA regulations for the suitable development of each academic term.
- s. Supervising all academic activities relating to their academic areas or programs, verifying their timely application with the quality levels required, in terms of factors such as the delivery of syllabuses, teaching of classes, attendance and punctuality of students and faculty, preparation and usage of practices and exams, and the usage of audio-visual and reading materials.
- t. Approving course transfer requests.
- u. Request the Library the availability of the documents and publications necessary for the courses for which they are responsible, and scheduling their progressive acquisition.
- v. Providing the Graduate School Director with information on their programs, on an annual basis.
- w. Any other functions set out in these Bylaws and other regulations of the University.

## SECTION XII: THE QUALITY ASSURANCE DEPARTMENT

- 55. The Vice Rector appoints the Director of the Quality Assurance Department for Academic Affairs and Research, to whom they report.
- 56. The principal functions of the Quality Assurance Director are as follow:
  - a. Implementing and supervising the University's Integrated Academic Quality System (SICA).
  - b. Issuing SICA assessments and reports, and proposing actions for improvement.
  - c. Advising academic areas on the application of SICA regulations and improvement actions.
  - d. Overseeing compliance with the University's academic process regulations.
  - e. Implementing and managing the University's institutional accreditation process.
  - f. Supervising and providing support for program accreditation processes.

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- g. Preparing predictive behavioral models for students, allowing strategies to be designed to reduce desertion rates.
- h. Conducting and disseminating studies that allow the assessment and improvement of the institution's academic effectiveness, with a focus on students' learning objectives.
- i. Preparing statistical information to be delivered to State institutions, Laureate corporate areas, companies that produce rankings, and other interested parties, defined by the institution.
- j. Providing support in reviewing and improving the strategic plans of academic areas, programs, schools, and the University as a whole.
- k. Managing 360° Assessment.
- l. Managing all academic surveys applied to UPC students and faculty.
- m. Managing the *Program Review*.
- n. Developing and managing academic control boards.
- o. Designing the annual OPEX budget and work plan for areas within their remit and submitting it to the Vice Rector for Academic Affairs and Research; and administering the budget assigned to the Department.
- p. Any other functions set out in these Bylaws and all other regulations of the University.

### SECTION XIII: THE EDUCATIONAL QUALITY DEPARTMENT

- 57. The Vice Rector appoints the Director of the Educational Quality Department for Academic Affairs and Research, to whom they report. Educational Quality comprises three areas: Psycho-pedagogic Orientation, Faculty Development and Management, and Curriculum Development and *Assessment*.
- 58. The principal responsibilities of the Director of Educational Quality are as follow:
  - a. Building a culture of assessment, with clear, progressive, and systematic procedures that allow for continuous and sustainable improvement of learning outcomes amongst students.
  - b. Organizing and directing institutional efforts aimed at educational innovation.
  - c. Developing methodological support for general and specific competency assessment processes (Curriculum Development and Assessment Area).
  - d. Organizing and directing institutional efforts aimed at educational quality, as well as the implementation of the University's educational model and pedagogical principles (Curriculum Development and Assessment Area).
  - e. Assessing curricular coherence and relevance, as well as its quality and relevance with reference to Peruvian and international standards (Curriculum Development and Assessment Area).
  - f. Preparing and managing the faculty management plan (Faculty Development and Management Area).
  - g. Developing and spearheading a continuous training plan for faculty members, aligned

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- with the faculty development profile (Faculty Development and Management Area).
- h. Coordinating faculty and University services assessment processes aimed at continuously improving academic quality and monitoring their results in coordination with the respective areas (Faculty Development and Management Area).
  - i. Providing advice and tutorship to any students who require it (Psycho-Pedagogic Orientation Area).
  - j. Developing and spearheading a Guidance Plan for students along psychological and emotional lines (Psycho-Pedagogic Orientation Area).
  - k. Designing the annual OPEX budget and work plan for areas within their remit and submitting it to the Vice Rector for Academic Affairs and Research; and administering the budget assigned to the Department.
  - l. Any other functions set out in these Bylaws and all other regulations of the University.

#### **SECTION XIV: THE KNOWLEDGE MANAGEMENT DEPARTMENT**

- 59. The Director of Knowledge Management is in charge of the University Press and Libraries. The Vice Rector appoints the position for Student Affairs, to whom he reports.
- 60. The Director of Knowledge Management has the following responsibilities:
  - a. Designing, planning, upholding and implementing the Academic Knowledge Management Plan in the short, medium, and long term, with the following features: (i) content generation processes (including the University Press, class materials and others); (ii) physical and digital storage and organization; (iii) online and physical library access; (iv) the Learning Management System (LMS); (v) access to digital learning materials and other teaching support services; (vi) dissemination or delivery of information through online programs, the University bookstore, the Intranet, University websites, and social network spaces, including mobile devices and other emerging technologies; and (vii) academic visibility programs, with positioning systems and sites, to support University accreditation and research activities.
  - b. Gauging needs for physical and online spaces, and developing Library collections, in line with University growth plans.
  - c. Identifying opportunities and proposing applications for technology in education, to improve information and knowledge management and the shift towards online environments.
  - d. Planning and managing University Press processes and their future development.
  - e. Integrating photocopying and printing processes in the University Knowledge Management System, organizing them such as to meet student and faculty needs, and framing them within corresponding legislation (copyright protection) and respect for intellectual property.
  - f. Integrating book sales processes and managing relationships with suppliers that manage UPC libraries.
  - g. Any other functions set out in these Bylaws and all other regulations of the University.

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#### SECTION XV: THE RESEARCH DEPARTMENT

61. Research is one of the fundamental purposes that the University conducts and promotes, motivating participation by faculty members, students, and graduates.
62. The Director of Research is appointed by the Vice Rector for Academic Affairs and Research, to whom he reports. The Director of Research must hold a Doctorate.
63. The principal functions of the Director of Research are as follow:
  - a. Developing and overseeing compliance with Research Policies, in line with institutional objectives.
  - b. Proposing the University's annual research plan.
  - c. Coordinating lines of research between Schools.
  - d. Representing UPC on research-related matters with national and international bodies.
  - e. Linking research efforts with Program accreditation processes.
  - f. Coordinating the updating of the University's intellectual production repository with the Library.
  - g. Developing strategies to enhance the University's intellectual production indicators.
  - h. Proposing policies and strategies to include undergraduate and postgraduate students in research activities.
  - i. Participating in the Ethics Committees that supervise research work conducted in the framework of the principles and values that guide UPC and in conformity with international standards.
  - j. Supervising progress in ongoing research projects.
  - k. Supporting researchers with regard to strategies for international publication.
  - l. Participating in the selection and assessment of research faculty members.
  - m. Presenting an annual budget proposal for the Research Area.
  - n. Developing strategic partnerships with domestic and foreign researchers and Research Centers.
  - o. Exploring and managing research support funds.
  - p. Any other functions set out in these Bylaws and all other regulations of the University.

#### SECTION XVI: THE CAREER SERVICES OFFICE

64. The Career Services Director is appointed by the Vice Rector for Student Affairs, to whom he reports. The position carries the following responsibilities:
  - a. Organizing and administering the pre-professional work experience activities undertaken by students in the different programs, and placement of graduates into work experience positions; formation of cooperation agreements with interested companies and organizations.
  - b. Supporting and monitoring workplace insertion and development amongst graduates of all of the University's academic programs.
  - c. Forming and maintaining relationships with employers, for both work experience and employment, overseeing compliance with the rights and obligations indicated in labor

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legislation.

- d. Analyzing information on employment and workplace involvement amongst University graduates, preparing applicable statistics and assessing and processing employer reports on mastery of general and specific competencies in the University's graduate profile.
- e. Any other functions set out in these Bylaws and all other regulations of the University.

#### **SECTION XVII: THE OFFICE OF NEW FRESHMAN STUDENT**

65. The Director of the Office of New Freshman Student is appointed by the Vice Rector for Planning and Development, to whom he reports. The position's principal functions are:
- a. Coordinating with Programs and Areas corresponding to the provision of pre-university studies that lead to students' admission.
  - b. Designing programs that provide potential University students with the tools to handle university life and their academic tasks.
  - c. Coordinating with the University's academic and administrative areas for the execution of programs within their remit, to guarantee optimal implementation.
  - d. Supervising the development of courses within the Office's remit.
  - e. Assessment and monitoring of students' academic results.
  - f. Any other functions set out in these Bylaws and all other regulations of the University.

#### **SECTION XVIII: THE DIGITAL AND ONLINE LEARNING DEPARTMENT**

66. The Digital and Online Learning Director is appointed by the Vice Rector for Student Affairs, to whom he reports. The position carries the following responsibilities:
- a. Proposing and incorporating new information technologies into the teaching-learning process.
  - b. Planning processes and strategies to integrate technologies into the teaching-learning process, aligned with the University's Pedagogical Principles and Educational Model.
  - c. Systematizing the institution's experience in the field of ICT, and publishing and disseminating it.
  - d. Contributing to development of institutional innovations in the field of ICT.
  - e. Managing processes for the development of online education devices and overseeing the quality of their implementation.
  - f. Developing innovation projects in the usage of information technologies, when requested by academic areas.
  - g. Any other functions set out in these Bylaws and all other regulations of the University.

#### **SECTION XIX: THE OFFICE OF STUDENT LIFE**

67. The Director of the Office of Student Life is appointed by the Vice Rector for Student Affairs,

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to whom he reports. The position carries the following responsibilities:

- a. Organizing and administering ongoing, periodic, or unique cultural activities.
- b. Organizing and managing sporting activities within the framework of the University Sports Plan, with emphasis on High Skill Sports Programs (PRODAC) promoted under national legislation.
- c. Organizing and managing student representation activities at events organized by other bodies.
- d. Organizing and managing University Week activities.
- e. Alma Mater development and promotion of university life activities amongst students.
- f. Promoting and integrating volunteering activities and University social responsibility.
- g. Any other functions set out in these Bylaws and other regulations of the University.

**SECTION XX: THE INTERNATIONAL OFFICE**

68. The International Office Director is appointed by the Vice Rector for Student Affairs, to whom he reports. The position carries the following responsibilities:

- a. Organizing and administering the student and graduate mobility system in the different programs and faculty and staff travel, to and from other countries, establishing agreements for cooperation, exchanges, double degrees, postgraduate studies, and other relevant matters, with interested education institutions and organizations.
- b. Articulating academic and administrative matters and the efficient usage of necessary resources for the execution of specific goals and activities, within the Office’s remit.
- c. Investigating and analyzing information on international mobility amongst the university community, and the periodic preparation of corresponding statistical information.
- d. Any other functions set out in these Bylaws and all other regulations of the University.

**SECTION XXI: OFFICE OF PLANNING AND DEVELOPMENT**

69. The Vice Rector appoints the Director of the Office of Planning and Development for Planning and Development, to whom he reports. The position’s principal functions are:

- a. Preparing development plans for new programs and complementary projects.
- b. Proposing special multi-School projects.
- c. Preparing and supervising all projects relating to the University’s future academic development, as required by the Office of the Rector or Vice Rector for Planning and Development.
- d. Preparing budgets as requested by the Vice Rector for Planning and Development and developing the projects proposed.
- e. Taking joint responsibility for the evaluation of projects for the implementation of new academic programs and conducting corresponding feasibility studies.
- f. Designing future scenarios and models.
- g. Managing and supervising the preparation of information necessary for decision making, on matters of development, for submission to any area within and/or outside the

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- University.
- h. Identifying undergraduate and postgraduate laboratory and teaching room equipment needs.
- i. Projecting and planning resources and requirements for operating assets from an academic perspective, with a view towards optimization.
- j. Managing the academic management information system.
- k. Assessing technology assimilation proposals, in coordination with corresponding areas.
- l. Evaluating new learning formats.
- m. Any other functions set out in these Bylaws and all other regulations of the University.

**SECTION XXII: THE REGISTRAR'S OFFICE**

70. The Registrar’s Office Director is appointed by the Vice Rector for Planning and Development, to whom he reports. The Registrar’s Office Director functions are:
- a. Proposing the Annual Academic Calendar to the Vice Rector for Planning and Development, for approval by the Office of the Rector.
  - b. Overseeing compliance and implementation of provisions relating to the Academic Policies and Procedures for Undergraduate Students.
  - c. Meeting academic requirements for faculty members and students.
  - d. Planning, managing, implementing, and supervising University enrollment processes.
  - e. Managing curriculum plans for each Program, ensuring their integrity and compliance by students.
  - f. Implementing curriculum plan updates approved in accordance with regulations in force.
  - g. Submitting course and section timetables for each academic term.
  - h. Managing the implementation of each academic term and corresponding activities, in accordance with the University’s Educational Model.
  - i. Recording and keeping physical and electronic records of students’ academic information (such as files, syllabuses, assessments, grades, acts, and records of attendance and sanctions).
  - j. Preparing reports and statistical overviews, keeping them up to date, and providing this information to authorities on request.
  - k. Submitting proposals for continuous improvement to the Vice Rector for Planning and Development, regarding enrollment processes and University academic records, as well as updates for academic regulations and standards.
  - l. Any other functions set out in these Bylaws and all other regulations of the University.
71. A Head appointed by the Registrar’s Office Director, to whom this person reports directly, manages the Graduate School Registrar’s Office. The position’s main responsibilities are as follows:
- a. Guaranteeing the planning and optimal execution of the processes and services tasked to this office, coordinating with other areas and promoting innovation and improvement of quality, to the satisfaction of members of the University Community.
  - b. Projecting the calendar and schedule of academic activities, as well as projecting and

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- optimizing the use of installed capacity for academic purposes.
- c. Channeling suggestions made by students and faculty to improve regulations, processes, and services within the areas remit.
  - d. Meeting academic requirements for faculty members and students linked to the area's processes.
  - e. Recording and keeping physical and electronic records of students' personal and academic information.
  - f. Managing compliance with curriculum plans.
  - g. Preparing reports and statistical overviews, and keeping them up to date.
  - h. Issuing and recording Graduate School academic certificates and records.
  - i. Compiling and processing statistical information on Graduate School admission processes.
  - j. Any other functions set out in these Bylaws and all other regulations of the University.

#### **CHAPTER IV: THE MANAGEMENT AREA**

##### **SECTION I: THE MANAGEMENT AREA REMIT**

72. The Management Area is led by the Chief Executive Officer, who fulfills the functions specified in these Regulations and holds the powers and responsibilities established herein.
73. The Management Area includes the areas mentioned in this Chapter.

##### **SECTION II: THE CHIEF EXECUTIVE OFFICER - CEO**

74. The CEO is appointed as indicated in the University's Corporate Bylaws. This position is tasked with general supervision of the institution's business activity and administrative matters, as well as other tasks that may be commissioned by the Board or the Shareholders.
75. The principal functions and powers of the CEO are as follow:
- a. Approving the University Strategic Plan and operating instruments for optimal implementation, working together with the Rector, and submitting it to the Board.
  - b. Submitting the annual report, the semester management report, and the accountability report for the past annual budget for approval by the Board, in coordination with the Rector.
  - c. Approving annual budgets.
  - d. Approving the Investment Plan.
  - e. Approving the creation of applicable administrative positions.
  - f. Approving the pensions scales.
  - g. Supervising the management and administration of the University's equity, economic, and financial resources.

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- h. Controlling the University's revenue and expenditure.
- i. Assessing the University's economic situation.
- j. Submitting the Financial Statements and Management Reports to the Board.
- k. Any other functions set out in the Corporate Bylaws, these Bylaws and other regulations of the University.

### **SECTION III: THE CHIEF OPERATIONAL OFFICER - COO**

76. The COO is appointed by the CEO, to whom he reports.

77. The principal functions and powers of the COO are as follow:

- a. Establishing short, medium, and long term objectives, as well as key Administrative Area performance indicators and strategies, for approval by the General Management.
- b. Reviewing and approving revenue and expenditure budgets.
- c. Drawing up the University's commercial objectives, in coordination with corresponding areas.
- d. Ensuring effective site management and administration, through the application of management principles and the existing regulatory framework and institutional guidelines.
- e. Expanding existing sites and promoting the opening of new sites.
- f. Certifying that internal controls are applied correctly.
- g. Working with corresponding areas to define the communication strategy, and supervising its implementation.
- h. Establishing relationships with strategic partners and backers for marketing activities.
- i. Overseeing the construction of a strong corporate image.
- j. Understanding trends in the higher education market, in order to identify marketing opportunities and apply the measures necessary to respond to new situations.
- k. Promoting personnel training for their professional development.
- l. Reviewing and approving invoices, in accordance with the autonomy established.
- m. Any other functions set out in the Corporate Bylaws, these Bylaws and other regulations of the University.

### **SECTION IV: THE CHIEF FINANCIAL OFFICER - CFO**

78. The CFO is appointed by the CEO, to whom he reports through matrix management.

79. The principal responsibilities of the CFO are as follow:

- a. Accounting and issuance of Financial Statements.

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- b. Supervising the execution of external audits.
- c. Preparing the annual plan and budget and administering its execution.
- d. Evaluating the University's financial management and issuing monthly, quarterly, and annual oversight reports.
- e. Ensuring resource flow to permit the normal deployment of institutional activities.
- f. Managing collection of students' tuition fees, as well as all other accounts receivable by the University.
- g. Managing payment of accounts payable.
- h. Managing invoicing and credits.
- i. Cash and bank management.
- j. Purchasing management.
- k. Protecting files and engaging in University storage facility management.
- l. Overseeing compliance with legal obligations.
- m. Approving regulations, within the Office's scope of competency.
- n. Any other functions set out in these Bylaws and all other regulations of the University.

#### **SECTION V: THE ADMISSION DEPARTMENT**

80. The Admission Director is appointed by the COO, to whom he reports.
81. The principal responsibilities of the Admission Director are as follow:
- a. Supervising the correct implementation of the admission process and recording of applicants and entrants, as established by the University and in national legislation.
  - b. Making recommendations to corresponding University bodies to review internal procedures, regulations, and policies relating to the admission process, within the framework of processes to promote continuous improvement and quality.
  - c. Supervising the design of more suitable instruments to record applicants and entrants, guaranteeing information reliability.
  - d. Evaluating the documentation submitted by applicants to ensure that it corresponds to the information required by the University and under applicable regulations.
  - e. Open a public admission process, with defined schedules, as indicated in legal provisions in force.
  - f. Any other functions set out in these Bylaws and all other regulations of the University.

#### **SECTION VI: THE COMMUNICATIONS AND INSTITUTIONAL IMAGE DEPARTMENT**

82. The Communications and Institutional Image Director is appointed by the COO, to whom he reports.
83. The principal responsibilities of the Communications and Institutional Image Director are as

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follow:

- a. Defining the communication strategy, and supervising its implementation.
- b. Managing the UPC Brand with different audiences and in different fields, and developing a brand identity.
- c. Overseeing suitable exposure for the institution's image, both within UPC and externally.
- d. Establishing relationships with strategic partners and backers in activities throughout the area.
- e. Guaranteeing and supervising the optimal implementation of activities and events organized by the area.
- f. Preparing the organization's Annual Integrated Public Relations Plan.
- g. Establishing the relationship with and supervision and assessment of the public relations agency.
- h. Determining and budgeting the area's equipment, infrastructure, and human resources, and monitoring and controlling them.
- i. Reviewing and approving invoices, in accordance with the autonomy provided.
- j. Motivating and promoting personnel training for their professional development.
- k. Any other functions set out in these Bylaws and all other regulations of the University.

## **SECTION VII: THE DEPARTMENT OF INTELLIGENCE AND DIGITAL INNOVATION**

84. The Director of the Department of Intelligence and Digital Innovation is appointed by the CEO, to whom he reports.
  
85. The principal responsibilities of the Director of the Department of Intelligence and Digital Innovation are as follow:
  - a. Applicable market and consumer research activities.
  - b. Strengthening and managing the organization's business intelligence platform.
  - c. Planning and implementing the digital strategy for all business units.
  - d. Proposing new business solutions based on technology, and incentivizing their implementation.
  - e. Strengthening the digital relations process with University service users, as well as data quality and enrichment.
  - f. Optimizing the use of channels for direct contact with University service users.
  - g. Designing and obtaining approval for the Strategic Systems Plan, in line with the University Strategic Plan.
  - h. Identifying technological innovation projects, and submitting them to the corresponding authorities for consideration.
  - i. Proposing the Annual Equipment Renewal and Capacity Plan to the CEO.
  - j. Developing or acquiring information systems necessary for the operation of the University's different areas, implementing them and keeping them up to date and operating at all times.

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- k. Implementing data and landline and mobile telephone networks, and keeping them operational
- l. Supervising and maintaining functionality of the University’s information and communications services.
- m. Performing preventive and corrective maintenance on University communications and computer equipment.
- n. Any other functions set out in these Bylaws and all other regulations of the University.

**SECTION VIII: THE MARKETING DEPARTMENT**

86. The Marketing Director is appointed by the COO, to whom hereports.

87. The principal responsibilities of the Marketing Director areas follow:

- a. Designing and implementing publicity campaigns, direct marketing, activities at secondary schools, and events at the University’s differentsites.
- b. Promoting marketing activity, encouraging personnel to engage in research, analysis, creative thinking, and the search for return on investment and institutional image.
- c. Preparing and managing the budget assigned to the area.
- d. Reviewing and approving invoices, in accordance with the autonomy provided.
- e. Engaging and motivating the sales force.
- f. Overseeing progress in sales campaigns.
- g. Working together with the Area Heads and Head of Publicity and Promotion to define the communication strategy, and supervising publicity and advertising implementation.
- h. Promoting collaboration between the Marketing Department and the Academic Area, to promote undergraduate programs and the institution’s image.
- i. Training, motivating and promoting personnel training for their professional development.
- j. Managing and motivating their personnel to achieve goals, with quality and timeliness.
- k. Any other functions set out in these Bylaws and all other regulations of the University.

**SECTION IX: THE HUMAN RESOURCES DEPARTMENT**

88. The Human Resources Director is appointed by the CEO, to whom he reports through matrix management.

89. The principal responsibilities of the Human Resources Department are as follow:

- a. Defining the Human Resources Strategy in line with the corporate guidelines and objectives of Laureate.
- b. Contributing to Organizational Design, in cooperation with the organization’s leadership.
- c. Setting Human Resources Policies and Guidelines, and overseeing compliance.
- d. Optimizing Human Resources processes, in terms of their impact on internal clients.

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- e. Ensuring the protection of Human Resources information.
- f. Operating within the standards of the Laureate Code of Conduct and Ethics, and overseeing compliance throughout the organization.
- g. Spearheading, guiding, and developing personnel with direct reporting lines.
- h. Managing the recruitment and selection process, implementing suitable tools, in order to hire competent talents aligned with corporate culture and values, contributing to operational growth.
- i. Managing the performance assessment process, implementing the usage of corporate tools to strengthen understanding of the process's value.
- j. Managing organizational development, implementing organizational culture reinforcement plans, personnel training and development plans, and high potential development and succession plans.
- k. Managing the organization's internal communications, in coordination with the communications and institutional image department.
- l. Overseeing compliance and suitable functioning of the Social Welfare services.
- m. Managing personnel compensation and benefits, implementing the usage of corporate tools to define wage structures in line with local practices.
- n. Managing the Personnel Expenses Budget.
- o. Managing organizational effectiveness, providing advisory services to the organization's leadership on how to manage productivity in their areas.
- p. Overseeing compliance and suitable functioning of aspects of administering personnel, payrolls, and labor relations.
- o. Any other functions set out in these Bylaws and all other regulations of the University.

#### **SECTION X: THE INSTITUTIONAL QUALITY AND SERVICE DEPARTMENT**

90. The Institutional Quality and Service Director is appointed by the CEO, to whom he reports through matrix management.

91. The principal responsibilities of the Institutional Quality and Service Director are as follow:

- a. Ensuring optimal functioning and operability, safety, and image in facilities and at University sites and installations, through the implementation of predefined standards.
- b. Designing and managing sites and facilities under predefined standards.
- c. Defining policies, standards, and procedures for the area.
- d. Promoting and implementing standardization and improvement of processes, with multidisciplinary teams, applying Lean 6 Sigma continuous improvement methodologies.
- e. Directly facilitating the development of key non-academic improvement and innovation projects for the University.
- f. Participating in the formulation, evaluation, monitoring and improvement of: (i) service level indicators; and (ii) the implementation of operating plans and budgets for the services offered at University sites and facilities.

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- g. Spearheading the Student Satisfaction Measurement and Improvement Plan, using the *Net Promoter Score* (NPS).
- h. Designing and managing the different contact channels provided for interactions with students, faculty members, and administrative personnel.
- i. Participating in processes to contract basic University services, such as security, cleaning, cafeterias, parking, maintenance, nurses and health care, as well as other services as established.
- j. Preparing and implementing the General Safety and Emergency, Contingency, and Disaster Preparedness Plan, at all University sites and facilities.
- k. Preparing and implementing the Workplace Health, Safety, and Security Plan, at all University sites and facilities.
- l. Integrating the committees and commissions formed within the University, when called.
- m. Participating in theft and robbery investigation committees.
- n. Managing the civil liability policy.
- o. Obtaining applicable INDECI civil defense certifications.
- p. Any other functions set out in these Bylaws and all other regulations of the University.

**SECTION XI: THE SITE EXECUTIVE DIRECTOR**

92. The Site Executive Director is appointed by the COO, to whom he reports.

93. The principal responsibilities of the Site Executive Director are as follow:

- a. Implementing the policies and procedures established by the institution in the administrative field, at the sites and facilities tasked to them.
- b. Responsibility for their sites' *Profit and Loss Statement (P&L)* and BSC, with an emphasis on service quality, as well as the *Net Promoter Score (NPS)*, *New Enrollment*, *Enrollment*, and *Attrition* at each applicable site.
- c. Responsibility for the management of site non-faculty personnel, in terms of assessment, vacations, compensation, training, development, and workplace environment, receiving feedback from functional areas.
- d. Establishing service-based goals for teams that report directly at each site, engaged in monitoring.
- e. Controlling and monitoring Service and Management Indicators at their sites.
- f. Preparing annual budgets for their sites.
- g. Preparing reports, dossiers, and budgets as required.
- h. Integrating the academic and administrative areas at their sites for coordination, activities, and wide-ranging procedures.
- i. Spearheading site committees.
- j. Proposing infrastructure and equipment investments that they consider necessary for the optimal functioning of their sites.
- k. Planning, supervising, and evaluating academic, administrative, and extra-curricular

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activities at their sites.

- l. Ensuring the best possible experience for students, faculty members, parents, graduates, applicants, and, in general, all members of the University community and visitors to the site in question.
- m. Representing UPC in the area where the site is located.
- n. Managing internal and external site public relations.
- o. Any other functions set out in these Bylaws and all other regulations of the University.

## SECTION XII: THE LEGAL DEPARTMENT

- 94. The Internal Legal Advisor is appointed by the CEO, following a proposal by the Laureate Andean Region Legal Director, to whom he reports.
- 95. The principal responsibilities of the Internal Legal Advisor are as follow:
  - a. Preventing potential legal risks from affecting the University.
  - b. Suggesting solutions to handle legal contingencies and potential contingencies that may affect the institution.
  - c. Advising of regulatory aspects that affect the institution, and coordinating in these areas.
  - d. Responding to legal queries from the institution.
  - e. Evaluating the submission of queries to external lawyers.
  - f. Managing a *SOX Compliance* contracting process.
  - g. Performing a final review on documents and contracts, in order to ensure that they are aligned with UPC requirements and legal regulations.
  - h. Filing quarterly reports on the status of processes and contracts.
  - i. Monitoring disciplinary procedures for students at the institution, ensuring due process.
  - j. Managing the Legal *Concurrence* of UPC publicity.
  - k. Coordinating with the Admissions Area regarding fundamental prior legal requirements, in advance of each campaign.
  - l. Periodically reviewing the UPC regulations.
  - m. General coordination of the Implementation of the Contract Management System (ONBASE).
  - n. Keeping records of shareholders and the Board up to date.
  - o. Coordinating and supervising the institution's judicial and administrative procedures.
  - p. Representing the University in judicial and administrative procedures.
  - q. Remaining aware of legal regulations that could affect the organization that are pending approval.
  - r. Internal notification of judicial and administrative documents submitted to the institution.
  - s. Responding to queries regarding matters relating the Laureate and Institutional Code of Conduct and Ethics.
  - t. Performing tasks as Secretary of the UPC Board, which include: (i) Recording all decisions made at Board meetings in the Book of Acts or the document that serves that purpose;

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- (ii) Recording all occurrences considered of relevance during sessions, as well as comments that Directors ask to be recorded in writing; (iii) Recording the attendance of Board members at each session; (iv) Recording signatures in company Books; (v) Managing the Directors' Digital Repository; and (vi) Coordinating calls for meetings.

**CHAPTER V: ACADEMIC CONSULTATION, COORDINATION, DELIBERATION, AND SUPPORT BODIES**

**SECTION I: ADVISORY COMMITTEES**

96. Advisory Committees are the bodies that promote the participation of members of the university community in analysis and discussion of matters linked to a wide range of aspects of academic tasks; two types of Advisory Committee exist: Institutional and Academic.
97. The Rector calls and chairs meetings of the Institutional Advisory Committee, while each Program Director and the Director of the Graduate School call and chair meetings of the corresponding Academic Advisory Committee. When the Dean of a School is present at a meeting of the Academic Advisory Committee of a program at that School, the Dean chairs the meeting.
98. The members of Advisory Committees are proposed and appointed as specified in the Corporate Bylaws, and their agreements are non-binding. Undergraduate Academic Advisory Committees shall comprise between 5 and 11 members, who are representative of the country's business and academic environment, who may be faculty members or graduates of the University; as well as one or more student representatives (in the final year of the program in question) who show outstanding academic performance (first place in the program over at least three academic terms).
99. The Graduate School's Academic Advisory Committee shall comprise between 5 and 11 members; and these persons shall be renowned figures in the academic and business world, as well as one faculty member, on graduate, and one student at the Graduate School, appointed by the Rector, following a proposal by the School Director. It meets to discuss the progress of postgraduate programs, and to use its experience and knowledge to draw up proposals or suggestions to enhance students' academic and professional achievements.

**SECTION II: THE MANAGEMENT COMMITTEE**

100. The Management Committee is the body tasked with planning and coordinating the administrative aspects of the University. It comprises:
- a. The Rector.
  - b. The Vice Rector for Academic Affairs and Research.
  - c. The Vice Rector for Planning and Development.

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- d. The Vice Rector for Student Affairs.
- e. The Director of the Graduate School.
- f. The Chief Executive Officer - CEO.
- g. The Chief Operational Officer - COO.
- h. The Chief Financial Officer - CFO.
- i. The Admission Director.
- j. The Communications and Institutional Image Director.
- k. The Director of Infrastructure.
- l. The Director of Director of the Department of Intelligence and Digital Innovation.
- m. The Director of Marketing.
- n. The Human Resources Director.
- o. The Institutional Quality and Service Director.
- p. The Site Executive Directors.

A selected committee member or collaborator will serve as Secretary.

101. The Management Committee shall have the following functions:

- a. Proposing strategic plans and projects.
- b. Approving annual budgets submitted to it for consideration.
- c. Submitting the Investment Plan, including requirements for infrastructure and equipment necessary for teaching.
- d. Analyzing the behavior of the education market and suggesting strategies to the Rector to achieve specified institutional goals.

### **SECTION III: THE COUNCIL OF ACADEMIC POLICIES**

102. The Council of Academic Policies is the body tasked with setting the University's general academic policies. It comprises:

- a. The Rector.
- b. The Vice Rector for Academic Affairs and Research.
- c. The Vice Rector for Planning and Development.
- d. The Vice Rector for Student Affairs.
- e. The General Secretary.
- f. The Director of the Graduate School.
- g. Deans.
- h. The Academic Department Directors.
- i. The Academic Quality Assurance Director.
- j. The Educational Quality Director.
- k. The Site Academic Directors.

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The Academic Quality Assurance Director shall serve as Secretary.

103. The Council of Academic Policies is tasked with:

- a. Supervising the behavior of compliance indicators for strategic plans, and evaluating the impact of changes in the environment and within the University, suggesting strategies to resolve the problems that may arise and minimize impacts.
- b. Discussing strategic issues relating to the academic progress of the University, and make suggestions for the Rector.
- c. Proposing initiatives that generate synergy in the use of resources by units.
- d. Establishing plans for service and academic quality improvement, including faculty development policies.
- e. Giving opinions on proposals for honorary and university distinctions, presented by the Rector following nominations by the Area Directors and Deans, handled by the Vice Rector for Academic Affairs and Research.
- f. Giving opinions on strategic matters put forward by the Rector and Vice Rectors.
- g. Approving the academic policies put forward by the Vice Rectors for subsequent processing.
- h. Discussing and approving improvement plans suggested at *Program Reviews* and *assessments* of general and specific competencies.

#### SECTION IV: ACADEMIC COMMITTEES

104. The Academic Committees (COMACAD) are information and coordination bodies for activities linked to the beginning, monitoring, and evaluation of academic matters, for both undergraduate and postgraduate studies, chaired by the Vice Rector for Academic Affairs and Research.

105. The undergraduate Academic Committee comprises the Vice Rector for Academic Affairs and Research, the Vice Rector for Planning and Development, the Vice Rector for Student Affairs, the Deans, Site Academic Directors, Academic Department Directors, Program Directors, the Educational Quality Director, the Registrar's Office Director, the Director of Knowledge Management, the New Freshman Student Director, the Quality Assurance Director, and the Research Director. Its meetings may also be attended by other persons invited by the Vice Rector for Academic Affairs and Research.

106. The postgraduate Academic Committee comprises the Vice Rector for Academic Affairs and Research, the Graduate School Director, the Vice Rector for Planning and Development, the Vice Rector for Student Affairs, the Educational Quality Director, the Quality Assurance Director, the Academic Directors, the head of the Registrar's Office for the Graduate School and the head of the Graduate School Research Unit.

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Academic Committees hold ordinary meetings every two weeks.

A selected committee member or collaborator will serve as Secretary of the undergraduate or postgraduate Academic Committee, and shall be tasked with calling the meeting, coordinating the agenda, and keeping the minutes.

#### **SECTION V: THE ETHICS COMMITTEE**

107. The Ethics Committee of Honor serves to issue value judgments on all matters of ethics in which any member of the university community is involved, and, as applicable, proposes corresponding sanctions, within the framework of the University's disciplinary process and as specified in the corresponding regulations.

#### **SECTION VI: THE OMBUDSMAN DEFENSE OFFICE**

108. The Ombudsman Office is the body tasked with protecting the rights of members of the university community and ensuring the maintenance of the principle of responsible authority. It is empowered to take awareness of accusations and complaints lodged by members of the university community linked to breaches of individual rights. The functioning of the Ombudsman Office is governed under its own regulations.

The Defense Office is not tasked with matters relating to allegations linked to collective rights, labor rights, disciplinary measures, academic assessments of faculty and students, and infractions that may be processed under other means already established under Law 30220, as well as in the Bylaws and other University Regulations.

### **TITLE IV: THE ACADEMIC FUNCTION**

#### **CHAPTER I: ADMISSION, THE STUDY REGIMEN, AND DEGREES AND PROFESSIONAL TITLES**

109. Admission to the University is achieved by a public selection process. The mechanisms used to assess applicants' knowledge and aptitudes are specified in corresponding regulations for each process, in accordance with applicable legislation.
110. The undergraduate study regimen is structured into academic terms (with a duration specified in the Academic Calendar), by credits and with a flexible curriculum; in line with the equivalence of credits and reading hours indicated in applicable legislation.

At the postgraduate level, studies are conducted in academic terms of variable duration,

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in accordance with corresponding programs. These studies and extension programs are administered by the Graduate School, and may also be conducted by Postgraduate Units integrated into other academic activities - at this level - in Schools.

111. An academic credit is a measure of the education time required to be spent by students in order to attain theoretical and practical learning outcomes. For on-campus delivery mode, one academic credit is defined as equivalent to 16 hours studying theory or twice as many hours of practical work. Academic credits for other delivery modes are assigned for equivalent study load to those defined for on-campus delivery mode, by a resolution of the Vice Rector for Academic Affairs and Research.

112. The teaching of a foreign language is obligatory for undergraduate programs. Students are required to master English, as specified and defined under specific regulations.

The University promotes the teaching of an indigenous language, preferably Quechua or Aymara.

113. Undergraduate studies include general studies as well as specialty and specific studies. General studies are obligatory and account for a minimum of 35 credits; their purpose is the integrated education of students. Specific studies are those that provide knowledge specific to the corresponding profession and specialty. Their duration must be equivalent to at least 165 credits.

114. In both undergraduate and postgraduate courses, topics may be covered with on-campus, distance or blended delivery modes. Undergraduate distance education studies may not exceed 50% of total credits in a program, while Master's degree and doctoral programs may not be taught exclusively by this mechanism.

115. Class schedules are organized depending on the academic goals of each School, and administered by the Registrar's Office.

116. Together with the Curricular Plan, at the undergraduate level the University engaged in complementary professional education activities, with compulsory or optional co-curricular activities that carry a value in credits and are governed under corresponding regulations.

117. As part of its education activity, the University promotes students' initiative for the creation of small and very small businesses, providing them with faculty advisory services or facilities for the usage of equipment and installations owned by the institution.

As part of these activities, the University may form production centers for goods and services related to its specialties, academic areas or research projects; in accordance with corresponding legislation, any profits constitute University resources.

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118. The University determines the curriculum design for each specialty, at corresponding levels of learning, in accordance with national and regional interests contributing to national development, while also taking into account scientific and technological advances and the global context, as well as other relevant factors.
119. Professional studies, and Second Specialty studies when applicable, are conducted at the Schools.
120. The University is empowered to grant Bachelor's degrees, Master's degrees, and Doctoral Degrees, as well as Professional Titles, in accordance with applicable regulations.
121. The following are required for the issuance of a Bachelor's degree:
- Having passed undergraduate studies, with duration of at least ten terms and no fewer than 200 credits.
  - Approval of a research project (applicable for entrants on or after the 2014-02 academic term).
  - Knowledge of a foreign language, preferably English, or an indigenous language.
122. The following are required for the issuance of a Professional title of Licentiate or equivalent:
- Having previously obtained a corresponding Bachelor's degree.
  - Approval of a thesis or professional sufficiency work.
- Other mechanisms may be established, in accordance with legislation applicable to accredited universities.
123. The following are required for the issuance of a Second Specialty Professional Title:
- Licenciatura* or equivalent Professional Title.
  - Having passed studies with a minimum duration of two academic semesters with a minimum content of forty (40) credits.
  - Approval of a thesis or academic work.
124. Postgraduate studies lead to the issuance of Diplomas, Master's Degrees or Doctoral Degrees, specified as follows:
- Postgraduate Diplomas: Short study programs than enhance professional skills in specific areas. A minimum of 24 credits must be completed.
  - Master's Degrees: Such studies may be:
    - Specialization Master's Degrees: Studies to enhance professional skills.
    - Academic or Research Master's Degrees: Research-based academic studies.A minimum of 48 credits and mastery of a foreign language must be completed.

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- c. Doctoral Degrees: Research-based academic studies. The purpose of a Doctoral Degree is to develop knowledge at the highest level. A minimum of 64 credits and mastery of two foreign languages, one of which may be substituted with an indigenous language, must be completed.
125. The following are required for the issuance of a Master's degree:
- a. Having obtained a Bachelor's degree.
  - b. Having passed studies with a minimum duration of two academic semesters with a minimum content of 48 credits.
  - c. Preparation of a thesis or research work in the corresponding specialty.
  - d. Mastery of a foreign language or indigenous language.
126. For entry into a doctoral program, students must:
- a. Have obtained a Master's degree.
  - b. Have passed corresponding studies with a minimum duration of 6 academic semesters with a minimum content of 64 credits.
  - c. Have a thesis approved with the highest levels of academic rigor, comprising original work.
  - d. Have mastered two foreign languages, one of which may be substituted with an indigenous language.
127. Academic degrees and professional titles are granted by the University following proposal by the corresponding School, or the Graduate School, as applicable.

The University grants academic degrees and Professional titles of Licentiate and equivalent with different names, as well as second professional specialty titles, on behalf of the Nation.

128. Degrees and Professional Titles are granted as stipulated in the corresponding Regulations and specified under national legislation.

## **CHAPTER II: FACULTY**

129. Teaching, research, continuous improvement of the teaching-learning process, performing extension services and management activities are inherent to the work of university faculty.
130. Faculty members are assessed and treated based on their academic backgrounds, their time served in teaching, and their continuity at the University, as well as being contingent on obtaining satisfactory results in teaching performance.

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Faculty is classified as specified in the Faculty Personnel Regimen Regulations, which include the following categories:

- a. Ordinary.
- b. Extraordinary.
- c. On Contract.

131. Ordinary faculty members may belong to the following categories:

a. Full Professor. The requirements for an appointment as principal professor are the professional title, the academic degree of Doctor obtained through on-campus delivery mode, and having a previous appointment as associate professor. As an exception, professionals with no previous appointment as associate professor, can become principal professors if they hold a recognized scientific research work and academic background, with more than fifteen (15) years of professional experience.

b. Associate Professor. The requirements for an appointment as associate professor are the academic degree of Master and having a previous appointment as assistant professor. As an exception, professionals with no previous appointment as assistant professor, can become associate professors if they hold a recognized scientific research work and academic background, with more than fifteen (10) years of professional experience.

c. Assistant Professor. The requirements for an appointment as assistant professor are the professional title, the academic degree of Master and at least five (5) years of professional experience.

The admission to the ordinary faculty categories is achieved by a public selection process and it is based on their intellectual contributions and academic quality of the prospects according to the corresponding regulations.

132. Extraordinary faculty members are those who hold a special position at the University, such as:

- a. Emeritus.
- b. Honorary.
- c. Visiting.
- d. Other categories that the University assigned.

133. Academic categories recognize the level assigned to faculty members in accordance with their merits, their intellectual production, and their dedication to the University. The University encourages academic authorities to engage in teaching activities and considers them as full time faculty for applicable purposes.

134. The research faculty is dedicated to the production of knowledge and innovation through research and is appointed in accordance with their academic excellence.

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- 135. Faculty members and their hiring are governed under specific labor regimen regulations for private activity, and the principles of contractual freedom.
- 136. Faculty rights and duties, requirements for access to different faculty categories, and working conditions for faculty members under different dedication regimens, are stipulated in the corresponding Faculty Personnel Regimen Regulations, in accordance with applicable legislation.
- 137. The University may hire teaching assistants or laboratory assistants and other forms of collaboration with teaching tasks.
- 138. Violations, sanctions, and disciplinary procedures are regulated under specific regulations.

**CHAPTER III: STUDENTS**

- 139. Individuals become students when they enroll, and retain their condition as students through compliance with academic work and university education tasks, until the end of the enrollment period for the following ordinary academic period, if applicable; otherwise, their enrollment expires. People may cease to be students as a result of regulatory, academic, or disciplinary actions.
- 140. Enrollment forms a legal bond whereby the University agrees to provide its students with human, academic, and professional education, while the students agree to comply with their university obligations in accordance with the regulations that affect them. On enrollment, students acquire the rights and duties inherent in this condition, in accordance with these Bylaws and other regulations of the University.
- 141. Duties of students are as follows:
  - a. Compliance with University regulations and other standards and procedures.
  - b. Dedication with effort and responsibility to their own human, academic, and professional education.
  - c. Respecting the rights of members of the University.
  - d. Conducting University tasks in accordance with the purposes and values of the University.
  - e. Any other matters set out in the standards and regulations of the University.
- 142. The rights of students are as follows:
  - a. Receiving human, academic, and professional education.
  - b. Freely expressing their ideas, with respect for others and for the principles and values of the University.
  - c. Using the services and facilities provided by the University, in accordance with corresponding Regulations.
  - d. Any other functions set out in these Bylaws and all other regulations of the University.

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143. Violations, sanctions, and disciplinary procedures are regulated under specific regulations.

#### CHAPTER IV: GRADUATES AND ALUMNI

144. Graduates and *Licenciados* are those persons who have completed their studies at the University and have been awarded the academic degree and professional title respectively.

145. Before obtaining the professional title, graduates are subject to applicable University regulations.

146. The University encourages its graduates to associate with its undergraduate and postgraduate students and professional title recipients. In recognition of the importance of maintaining links with them, it tasks its Alumni Office to engage in communication and dissemination of information (using digital media and with an emphasis on the usage of social networks), implementation of the *Alumni Program*, measurement of satisfaction levels, maintenance of a database of graduates, dissemination of opportunities for study abroad, and design and implementation of activities to enhance graduates' employability, in coordination with the corresponding areas.

#### FINAL PROVISIONS

**ONE:** These Bylaws of the University are approved and modified through an agreement by the Board, following a proposal tabled by the Rector.

**TWO:** The University adheres to the concept of University Transparency, and so makes information on all aspects included in the Law on Universities and internal institutional policies available permanently on its website, in up to date versions.

**THREE:** These Bylaws will be applied from the day following day of its approval.

Revisado por:		Aprobado por:		Fecha:
Carlos Bazán Secretario General	Diego Vega Director Legal y de Cumplimiento	Edward Roekaert Rector	Marisol Suarez CEO UPC	09/02/2016
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