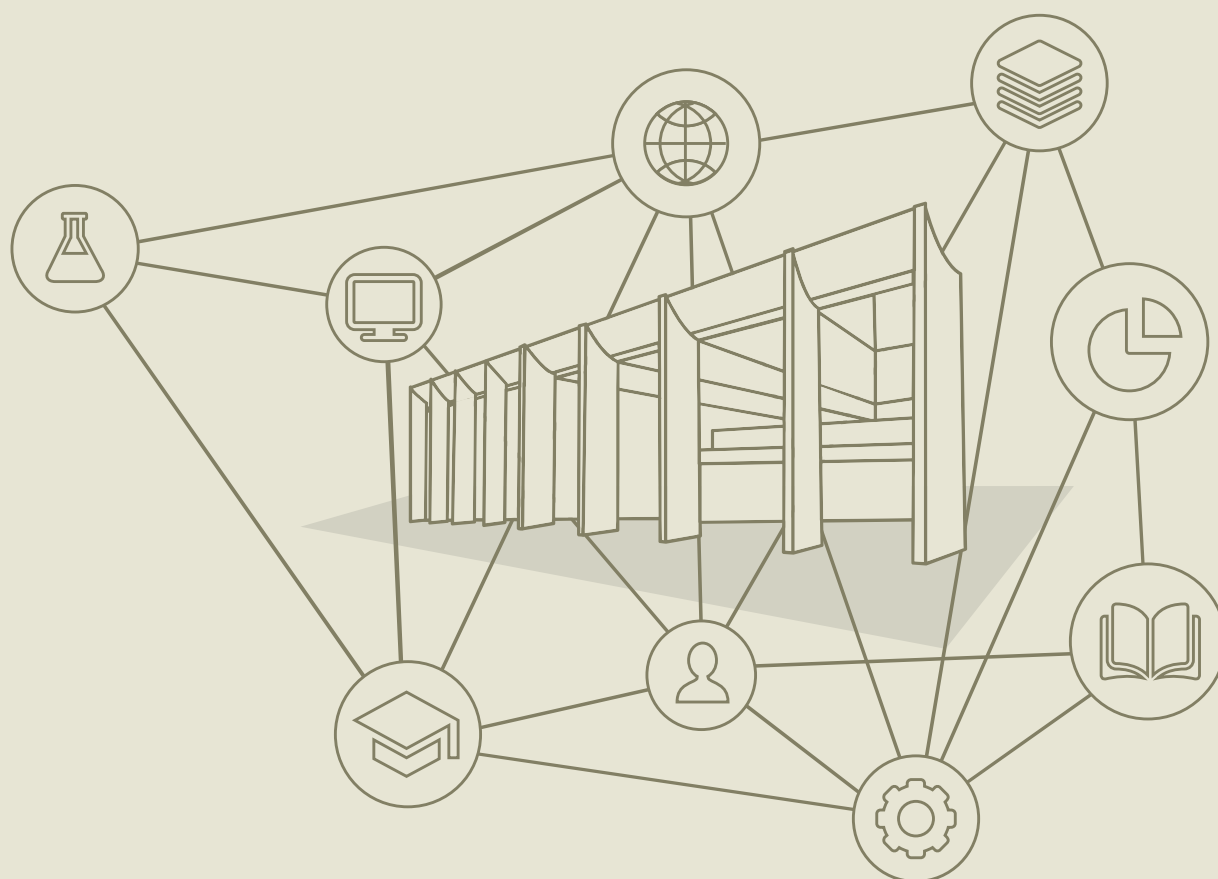

Plan of Internationalization Universidade de Brasília (UnB)

2018-2022

EXECUTIVE SUMMARY



UnB

PLAN OF INTERNATIONALIZATION
UNIVERSIDADE DE BRASÍLIA (UnB)
2018 – 2022

EXECUTIVE SUMMARY

BRASÍLIA, MAY 2018



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PLAN OF INTERNATIONALIZATION

EXECUTIVE SUMMARY

INTRODUCTION

The University of Brasilia (UnB), with a privileged geographic location, has the potential to construct an international academic hub in its region. In fact, an agenda for the internationalization of UnB was drawn up in 1962. This mind-set, favorable to internationalization, has gathered strength through institutional planning for 2018-2022, which has brought together academic excellence and attention to social needs in both national and global venues. The Pedagogical Policy Plan envisions stronger and more cross-cutting internationalization initiatives at UnB, in response to the questions raised by a changing world, in which universities form professionals prepared to perform in the world of work at the local and international levels, as well as citizens who are aware and proactive vis-à-vis contemporary social challenges. Thus, this plan presents guidelines, goals and actions for the internationalization of UnB for the five-year period from 2018 to 2022, taking into account its institutional background in this field.

This present document is divided up into three chapters. The first one reports on the current state of internationalization at UnB. Data is presented on existing structures and initiatives, and there is also a diagnosis regarding potentialities and challenges for internationalization, whether in teaching, research, innovation or extension. In the second chapter, guidelines orienting policy on international linguistics, mobility, communication research and cooperation are presented, with a view to exponentially increasing the competencies also being acquired at the university, as well as developing strategies for the consolidation of UnB as a transnational actor. Finally, the third chapter details goals, actions and timelines, correlating them with the academic and management structures directly involved in achieving this plan.

DIAGNOSIS

The internationalization of UnB takes place through the performance of its teachers/researchers (*bottom-up*), and the coverage of their policies (*top-down*), in order to establish guidelines, objectives and goals. Various bodies and organs of upper management, such as the International Affairs Office (INT) and the deanships for undergraduate education, graduate education, research and innovation, and extension, are responsible for the internationalization of UnB, articulating the internationalization activities of the University of Brasilia in an institutional manner.

UnB has 38,400 undergraduate students. It has 156 graduate programs with 8325 students in 66 Phd courses, 81 Academic Master e 9 Professional Master. It receives about 250 international students, mostly from South America and Europe. The program, Undergraduate Student Agreement (PEC-G) has made it possible for increasing numbers of students from developing countries to enroll in undergraduate courses of study at UnB. UnB has also promoted the movement of Brazilian students, both undergraduate and graduate, to participate in exchange activities on the basis of bilateral and multilateral agreements with different countries. The Science without Borders (CsF) Program fomented such mobility in 2013 and 2014. Thus in 2015 and 2016, UnB maintained an average of 70 Brazilian students per semester in exchange activities in other countries. At the graduate level, the CAPES Quarterly Assessment (AQC), of the Coordinating Body for the Improvement of Higher Education, assessed the level of excellence of the graduate programs (PPGs) with regard to international insertion. These programs are the destination of international students; the areas of exact sciences, social sciences and the humanities stand out.

UnB has 242 international cooperation agreements (scientific, technological, educational and/or cultural), signed with countries in 5 continents (of which the Americas and Europe stand out); 46% of the agreements are associated with the areas of social sciences and the humanities, and 36% with the areas

of exact sciences. The International Affairs Office (INT) is the official body responsible for signing agreements and for operationalizing and monitoring them. It provides the services of welcoming international students, management of exchange programs, and extension, among other activities. To support this mission, two commissions were created in 2017: the Permanent Commission on Internationalization and the Permanent Commission on Language Policy. The crosscutting aspect of internationalization involves undergraduate and graduate education (with the development of language and intercultural competencies for research, as well as mobility, and integration of research networks), research and innovation (with participation in research projects), and extension (together with international organizations, South-South cooperation).

Language teaching policy is grounded in the expertise formalized by the Permanent Extension Program (PPE) UnB Idiomas, which offers courses of study in fourteen languages; in addition, there is the Nucleus for Teaching and Research in Portuguese for Foreigners (NEPPE).

These efforts complement each other with the six chairs at UnB that promote education and do research on emerging issues, as well as two international institutions established at UnB.

In sum, it is a question of remedying the weaknesses identified in the different academic units, in areas such as mobility (at both the undergraduate and the graduate levels), better attracting professors with international experience to UnB, and consolidating partnerships by increasing the number of co-tutorial agreements and courses of study with double and triple degrees awarded. In the area of research and innovation, the outstanding challenges must be met through networking among research, development and innovation, and through strengthening research infrastructure; and in the area of extension, through integration of projects with a view to internationalization. All these challenges are to be met through implementing goals and actions to structure the internationalization plan.

GUIDELINES

Grounded in the current status of internationalization at UnB, this present internationalization plan proposes an emphasis on mobility and on bilateral international cooperation agreements, for a cycle of integration in Brazilian and global knowledge circuits, through participation in networks of universities and international research institutions. To consolidate this *institutionalization at home*, UnB must foment openness to other cultures and ways of thinking, establishing an environment of innovation for finding answers to local problems that have repercussions at the global level.

Internationalization is the way for UnB to strengthen its social role, attracting international researchers as well as bringing together interdisciplinary themes that integrate undergraduate studies (via the Institutional Program of Scholarships for Scientific Initiation), graduate studies and extension, with a view to producing research and innovation in a cross-cutting manner. The actions should be geared to increasing the impact of scientific, technological and cultural production at UnB, and also the visibility of this production, through dissemination in foreign languages.

The aim of language policy is to promote the circulation of languages of intercomprehension and to promote Portuguese as a language of adoption, as well as to encourage the adoption of foreign languages in the classroom and in academic contexts and reception of dissertations and theses in other languages, etc. *Internationalizing at home and away from home* means creating mechanisms for fellowship *in loco*; this is the most structural form of internationalization, integrated with academic activities (teaching, research and innovation, and extension). With this in mind, the chairs are strategic instruments, to be strengthened and expanded, contributing to interdisciplinary dialogue and interchange among similar institutions. The focus is also to be on a communication policy for both an internal and an external audience. To be included are the construction of databases and the production of multilingual informative materials, as well as the holding of several events and the systematic obtaining of information from partner institutions, in

the sense of feedback on the internationalization process.

Academic mobility constitutes one important element, because through it, other academic cultures may be experienced, and opportunities arise for new research and international cooperation projects. These initiatives for international cooperation must be encouraged through the creation of thematic clusters (nuclei) and/or international networks, capable of making cooperation and international partnerships collective and perennial, built as they are by researchers (*bottom-up*), in order to promote their institutionalization in an interdisciplinary manner (*top-down*). It is a question of encouraging and supporting personal initiatives, grounded in a mapping of the whole set of actions, in such a way as to develop guidelines to provide consistency and performance to the institution as a whole. Endeavors in networks consolidate the strategic development of the internationalization of an institution. In this regard, the promotion of transnational research and education means taking into account international governance, where different actors present proposals which interact with each other.

OBJECTIVES AND ACTIONS

For the period from 2018 to 2022, the internationalization strategy at the undergraduate level will focus on four main goals: (1) student mobility; (2) doubling, in the medium term, the number of courses of study awarding two different degrees; (3) offering courses and/or courses of study in other languages, in the modality of distance learning (EaD); and (4) creating and implementing a program of exchange with universities in Mercosur. To implement these four goals, a structured set of actions will be taken between 2018 and 2022, based on a survey of data related to internationalization activities involving undergraduate students and to the presence of professors of other nationalities in undergraduate courses of study and their relationships with international institutions and networks.

The strategy of internationalization of graduate studies is grounded in guidelines aimed at forming high-level professionals, capable of solving complex problems manifested at the national and global levels. This involves giving students the opportunity to experience the cultural and linguistic diversity of other academic cultures. The graduate internationalization strategy is structured around five goals, to improve the quality of student training, with a view to academic excellence and internationalization, as well as to improve the university's visibility in international rankings and to increase the presence of students of other nationalities at UnB, among other things. Each of these goals is broken down into structuring actions to be taken between 2018 and 2012. They include the linguistic preparation of graduate students to participate in international research (through offering courses and short courses of study in languages such as English, Spanish and French), and recognition of credits and of student academic activities at international institutions; as well as finding funding for invitations for post-doctoral studies for junior or senior visiting professors, etc.

The research and innovation strategy is anchored in the newly inaugurated Decade of Research and Innovation (DPI) at UnB. Its mission is to develop a research policy that focuses on crosscutting issues encompassing different areas of knowledge, and to exploit the potential of university research, with a view to confronting and proposing solutions to complex contemporary problems. Furthermore, such protection is a prerequisite for nurturing production, dissemination and publishing activities. Efforts at integration among areas of knowledge for research are to be accompanied by actions aiming at the improvement and consolidation of the innovation ecosystem in the region of the Federal District and its surroundings, in cooperation with international partners. That being the case, the internationalization strategies will concentrate on the following: creating and participating in international research networks; encouraging the creation of multi-user laboratories; publicizing the research infrastructure at UnB; surveying information and creation of a portfolio regarding research groups involved in international collaboration; fomenting domestic and international interaction among researchers, embassies and different producers;

and strengthening the ecosystem of innovation as an element of attraction of international researchers and companies. DPI's internationalization strategy has five goals: (1) increasing internationalization of research, which includes structuring actions such as an initial survey of data regarding the researchers, research groups, laboratories, existing and active research centers and clusters (nuclei) at UnB; (2) diagnosis of the outputs of international research, including undergraduate and graduate education and extension; (3) the holding of distance research seminars, jointly with professors or researchers at universities abroad; (4) specific calls for supporting the publication of articles in high impact journals, with priority for international publications, and publication of the DPI website in foreign languages; and (5) creation and dissemination of specific invitations to bid for research involving *startups* and incubated companies with international links, among others.

Extension actions have great potential to further the approximation of the University of Brasilia with other universities, as well as with international organizations linked to governments and organized civil society. The emergence of a supra-national extension program with an emphasis on South-South initiatives constitutes one of the main goals of internationalization within the area of extension at UnB, the mission of which is to create an integrated venue for knowledge and inclusion. The strategy of internationalization of extension is guided by three goals: to promote extension projects and programs dedicated to global themes; to promote cultural dissemination, at the international level, with emphasis on Latin America and the Caribbean; to promote the diffusion of knowledge derived from extension work. All these goals are broken down into structured actions to be carried out between 2018 and 2022.

The management of internationalization strategies is of fundamental importance to promoting and supporting professors' initiatives (*bottom-up*). At the same time, guidelines capable of bringing coherence to the performance of the institution as a whole are being drawn up (*top-down*). This is the mission of the office of the vice president, assisted by INT, and in cooperation with the various academic deans at UnB. Seven goals have been derived from the above: (1) expansion and dissemination of infrastructure and services to support the internationalization of UnB; (2) simplification of internal norms and processes related to internationalization; (3) creation of a culture of internationalization in all administrative units; (4) promotion of multilingualism; (5) improvement of the reception and integration of international teachers and students in the institution; (6) consolidation of UnB's work in inter-institutional and international networks; and (7) establishment of a strategic plan for prospecting partnerships and for monitoring and evaluating internationalization undertakings on the part of the university.

FINAL CONSIDERATIONS

At the same time that the process of internationalization drives the joint production of knowledge through global networks of learning and reflection, it also provokes competition between institutions seeking visibility and prominence in the international scene. In attention to this other face of internationalization, this plan reaffirms the commitment of the University of Brasilia to ethical-political principles such as solidarity, social responsibility in relation to complex global challenges, and the development of cultural and language diversity. Sedimented by a history of personal relationships among researchers, the process of internationalization of the University of Brasilia now faces a strategic institutional imperative. This evolution is accompanied by a restructuring: a change of structures, norms and practices, translated into a redefinition of policies on teaching, research, innovation and extension, in a crosscutting manner. At the University of Brasilia, the internationalization process, driven by upper management (especially INT and the deans of undergraduate education, postgraduate education, research and innovation, and extension), has faced challenges due to the absence of a comprehensive system of communication (internal and external), the restricted supply of foreign language courses (undergraduate and graduate), and the lack of an integrated database able to give support to the development of strategies and actions in line with the

university's own configuration of teaching, research and extension. So, to overcome these barriers, major strategic axes structure this process: a language policy of openness in terms of international academic mobility, more international students within the institution and more Brazilian students in international institutions, greater visibility of the university in the international rankings, strong partnerships, and finally, a system of monitoring and permanent assessment of the quality of institutional production, based on criteria and indicators in line with the overall strategy of the University of Brasilia.