



**Federal University of Espírito Santo  
International Office**

**Internationalization Plan of the  
Federal University of Espírito Santo**

April 2018

CONSIDERING:

- a. UFES's Institutional Development Plan (IDP);
- b. UFES's Internationalization Policy (###) approved by the Teaching Research and Extension Council (TREC)

AND CONSIDERING the International Office attributions available in its institutional website:

- a. To encourage and consolidate UFES's internationalization as a strategy for institutional growth and qualification of academic activities;
- b. To assist UFES's various academic units in the implementation of the international cooperation;
- c. To select, prepare, and disclose information about programs and initiatives of international cooperation;
- d. To offer mobility opportunities to UFES's community;
- e. To support professors, researchers and students from foreign institutions acting in UFES;
- f. To encourage the implementation of cooperation to accomplish research activities in collaboration with foreign institutions;
- g. To keep articulation with the Brazilian Ministry of Foreign Affairs, embassies, consulates, organizations and international institutions;
- h. To promote actions aiming to increase UFES's visibility in the international scene.

It is established the

**UFES'S INSTITUTIONAL PLAN OF INTERNATIONALIZATION 2018-2020**

INTRODUCTION

Universities should always focus on internationalization, since sharing knowledge beyond their borders has always been essential for the expansion of human knowledge. Moreover, in today's world dominated by global economic political and environmental issues, it is increasingly important for universities to

be international in their teaching, research and extension activities, preparing their graduates for truly "borderless" careers at all levels and fields of knowledge.

In that sense, aiming at the orientation and implementation of internationalization actions at the Federal University of Espírito Santo, it is necessary a systematic planning, articulated to the other principles and strategies of the university development.

Thus, UFES's Internationalization Plan, prepared by the Permanent Committee for the Internationalization Plan (PCIP), considering the 2015-2019 IDP and the International Office Strategic Plan (2012), it represents the first plan of this kind in UFES.

In that context, the actions the International Office has been implementing since 2008 are highlighted as key and continuous priorities established in the Strategic Plan, expanding and refining its international commitments which include, but are not limited to:

- Sending abroad the greatest number of students and academics;
- Diversifying study and internship destinations abroad;
- Increasing the number of foreign academic in UFES;
- Disclosing broad and refined instruction in foreign languages;
- Developing a strategic approach to international associations;
- Increasing the number of signed institutional agreements;
- Prospecting, and disclosing external scholarships, focusing especially in sending academics abroad.

It is important to highlight, as foreseen in UFES'S IDP, an institutional commitment was established with an "International Dimension of Excellence". More specific and lasting principles have been orienting international affairs in UFES, including international actions which have to be aligned to the IDP, aiming to increase quality of education, research and extension, bettering also

the evaluation (internally and externally, nationally and internationally) and the visibility of the institution.

## PRIORITY AREAS FOR INTERNATIONALIZATION

To select priority areas for internationalization in the 2018 to 2020, the PCIP analyzed actions of the best ranked graduate programs in the Quadrennial Evaluation by CAPES in 2017. Besides, the commitment of the Programs in reaching grade 6 in CAPES was considered. Among these groups, the PCIP searched for trending evidences, experiences, collaboration and previous internationalization vocation already consolidated.

In that context, basic guidelines for the choosing policy of international partners were established:

- I. Realization of joint researches for answering questions of common thesis;
- II. Proposition of common strategy goals;
- III. Cost sharing for accomplishment of researches, sharing of development and acquired knowledge;
- IV. Sharing/reducing risks and costs in exploring innovation;
- V. Joint prospection and sharing of research resources;
- VI. Offering of courses, subjects and infrastructure of various laboratories.

## STRATEGIC OBJECTIVES AND STRATEGIES

The Internationalization Plan considers a group of nine strategic objectives included in UFES's Internationalization Policy and proposes internationalization strategies.

Implementing the Internationalization Plan through projects and actions developed by the Undergraduate, Graduate and Extension Divisions supported

by the International Office guarantees its implementation and also UFES's internationalization objectives, opening new opportunities for students, professors and technical staff, varying among different campi and academic units, according to their missions.

**Strategic Objective 1: Consolidation of existing international partnerships and networks and building of new cooperation projects and partnerships in research, teaching and extension.**

*Strategy 1: To consolidate strategic international partnerships and networks*

Expected results: Consolidation of priority strategic partnerships and networks

Actions:

- To track existing international networks and partnerships;
- To establish criteria to prioritize international networks and partnerships;
- To support formalization of cooperation agreements in existing partnerships
- To promote cotutelle with international partners for graduate students;
- To promote funding calls to consolidate international partnerships.

*Strategy 2: To promote new international partnerships and networks*

Expected results: increasing of international collaboration; promotion of teaching, research and extension opportunities.

Actions:

- To track among existing international networks and partnerships new collaboration opportunities;
- To prospect opportunities for international collaboration;
- To prospect and disclose funding resources;
- To disclose new international partners;

- To support academics in preparing, going through administrative process, and sending new international cooperation agreements;
- To train researchers in mobility to prospect new opportunities of international collaboration for them to have a broader knowledge of UFES's international attitude. The proposal is to complement the International Office actions and turn each professor into an institutional not only personal or single program representative. Each researcher in mobility becomes and institutional ambassador. We have a great number of researchers with projects in universities abroad that would have the potential to gather other products or groups developed in UFES.

**Strategic Objective 2: Attraction of academics with international experience for activities at UFES.**

*Strategy 3: to promote visits of foreign professors/researchers and students to UFES.*

Expected results: more international visibility to UFES as a destination to foreign academics

Actions:

- To present and disclose UFES in international events through the International Office in partnership with the rector, vice-rector and/or directors;
- To promote UFES in academic social networks (LinkedIn, ResearchGate, for example) as a destination for foreign students;
- To update UFES's promotional material (videos, folders and International Reseacher and Student Guide);
- To select foreign students for undergraduate and graduate courses through calls abroad;
- To invite international speakers to events in UFES;

- To keep portals of UFES's Undergraduate and Graduate Programs up-to-date in English and in other languages;
- To linguistically support foreigners through courses and actions in Portuguese as Foreign Language (PFL) before arrival and during their stay in UFES;
- To promote offered courses at UFES in other languages through instruments as the Faubai/British Council EMI guide;
- To spread abroad and in the institutional portal the support and integration program for foreigners called "Angels in UFES";
- To promote programs for accommodation aid and support to foreign students;
- To prepare na office or lab for foreign researcher/professor with adequate computing and internet infrastructure during their stay at UFES;
- To prepare the team for institutional reception.

*Strategy 4: To interact with embassies and consulates*

Expected results: Establishment of interaction channels with diplomatic representatives and networks for supporting situations involving international academics.

Actions:

- To promote diplomatic events at UFES;
- To participate in diplomatic events about internationalization of Higher Education;
- To prospect funding ways for foreign academics to visit UFES.

**Strategy objective 3: promotion of curriculum internationalization**

*Strategy 5: to stablish subject offer in English in the undergraduate and graduate courses.*

Expected results: broad, intercultural and international learning for undergraduate and graduate students from UFES and their partners, through subjects, emphasis and/or diploma.

Actions:

- To promote subject offer primarily in English and in other languages different from Portuguese in the graduate programs;
- To encourage subject/discipline offer in collaboration with foreign institutions (such as COIL - *Collaborative Online International Learning*);
- To promote double degree and cotutelle with excellence partners abroad;
- To offer PhD and post-doctoral scholarships for foreign students;
- To translate discipline programs and syllabus into English;
- To promote insertion of subjects in international partner institutions that can be validated in UFES's curriculum;
- To create a bank of disciplines offered primarily in English and in other languages different from Portuguese, in undergraduate and graduate courses.

*Strategy 6: To offer qualification courses for professors to teach in English.*

Expected results: greater offer of disciplines and courses in English, greater visibility of UFES abroad; increase of scientific publication in English.

Actions:

- To prospect calls for reception of foreign tutors, like teacher assistants (British Council) and French readers (Consulate of France);
- To track interested professors;
- To support insertion of disciplines, courses and emphasis in English in the pedagogical projects.



#### **Strategic objective 4: Preparation of professor/student before and after period abroad**

*Strategy 7: to support professor/student going abroad in diplomatic, documental, linguistic and cultural questions.*

Expected results: professors and students oriented for institutional presentation; greater visibility of UFES abroad.

##### Actions:

- To promote meetings for professors/students going to specific destinations with professors/students who have been already there;
- To demand and organize sharing of experiences of the academics abroad after their return;
- To offer qualification courses specifically focused on internationalization.

#### **Strategic objective 5: language proficiency for the university community.**

*Strategy 8: to expand offers of language courses for UFES's community.*

Expected results: more involvement of the academic community in UFES's internationalization process.

##### Actions:

- To offer foreign language courses to train the academic community for interaction in other languages;
- To offer language courses for academic purposes for the academic community;
- To offer service to foreigners in other languages, as well as encourage experiences in courses and activities of/in Portuguese or Portuguese as Foreign Language (PFL);
- To keep on participating in the Language without Borders program (Capes) as a Language Center;
- To act in collaboration with UFES's Language Center;

- To support implementation of the Language Policy for Internationalization;

**Strategic Objective 6: welcoming and monitoring of foreign researchers, professors and students.**

*Strategy 9: to welcome professors/researchers and students for activities in UFES.*

Expected results: professors, researchers and students feeling welcomed for activities in UFES.

Actions:

- To update and disseminate the Manual of the Researcher and International Student in the institutional and the International Office portals;
- To linguistically support foreigners through courses and actions of Portuguese as a Foreign Language (PLE) before arrival and during their stay at UFES;
- To disseminate abroad and in the institutional portal the program of support and integration of foreigners "Angels in UFES";
- To disseminate aid programs for installation and support to foreign students;
- To create mechanisms to support actions that allow UFES to apply the Certificate of Proficiency in Portuguese for Foreigners (CELPE-Bras) in its premises and with its seal;
- To develop a database with information on the activities of foreign teachers/researchers and students who were at UFES to register and socialize internationalization activities developed.

*Strategy 10: to promote the International Culture Week*

Expected Results: promotion of international culture in UFES's campi paying tribute to different countries; increase UFES's visibility along with diplomatic bodies.

Actions:

- To promote diplomatic and civic activities;
- To disseminate scientific research, networks of collaboration involving honored countries;
- To disseminate international cuisine in the university restaurant meals;
- To spread international culture through music, plays, dance, literature, and art.

**Strategic objective 7: appropriation by the institution of the knowledge acquired abroad**

*Strategy 11: to register and to spread developed science in international collaboration*

Expected results: to register results in scientific databases and spread them to the academic community.

Actions:

- To update the academic community on international issues.
- To promote seminars with UFES / international faculty / students on experiences and academic research results carried out in partnership;
- Commitment of the teacher supported by institutional internationalization programs, when returning, to offer seminars and / or courses in a foreign language.

**Strategy objective 8: monitoring and internal evaluation of the Internationalization Plan.**

*Strategy 12: to develop instruments to monitor the execution of the internationalization plan.*

Expected results: alignment between the Internationalization Plan and the Institutional Development Plan

Actions:

- To establish an international plan of action for each UFES educational center;

- To produce quantitative and qualitative indicators of internationalization that support management actions;
- To systematize data collection and organization for dissemination and disclosing to the academic community, with agility and pertinence;
- To develop a database with the number of theses defended and the number of double diplomas issued, that will be widely available to the community through the institutional portal;
- To promote systematic semiannual evaluations of the Internationalization Plan.

## FINAL CONSIDERATIONS

The implementation of the Internationalization Plan is set upon two actions:

*Focus 1: Evaluative follow-up of international goals with referrals for decision-making.*

The monitoring, which is guided by the guidelines defined by the Permanent Commission for International Policy (PCIP), safeguards the specificities of each institution's educational center and integrates evaluative activities with the involvement of institutional actors. The proposal for the work to implement the plan is therefore based on a process of dialogue with the entire academic community.

*Focus 2: Institutionalization of evaluation practices of institutional internationalization.*

The dynamism of the evaluation will require an institutional project with temporality and spatiality frameworks, including evaluation as a continuous and systematic practice. The institutionalization includes, among other aspects, shared decisions, operational and especially technological support for speeding up the collection, organization and analysis of data, clear definition of responsibilities of the agents involved, preparation of normative instructions, as well as alteration and / or creation of administrative resolutions.

UFES has invested in its internationalization process. More than idealizing long-term plans, it is necessary to make them happen and, more than that, to systematically evaluate them so that they can be aligned with the realities that present themselves, both with regard to the internal and external environment.

In this sense, the International Office has worked in partnership with the institutional management, contributed to the improvement of the processes that affect internationalization, as well as effectively subsidized decision-making process in the Institution.

Thus, it is the International Office's role as manager and interlocutor of the policy of institutional internationalization and the language policy for internationalization, with different actors.

The institutional internationalization plan aims to provide UFES with follow-up mechanisms, as well as to develop and disseminate the internationalization culture that incorporates a more expanded vision of the process, including challenges and long-term projects, on the opposite of prevailing immediacy, leading to a process of systematic learning and orienting to more proactive behaviors.