



Inter American University of Puerto Rico
Metropolitan Campus
International Relations Office

STRATEGIC PLAN
FOR
INTERNATIONALIZATION

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Introduction

In today's world, institutions of higher learning are committed to preparing global citizens and responsible leaders. Internationalization efforts at Metro Campus have been directed at providing programs and services that respond to the diversity of its student population, and at developing the skills and attitudes needed to effectively interact in a global community. The new campus mission, established in 2008, is characterized by a humanistic, liberal education sensitive to the demands of a constantly changing world and marketplace, oriented to the development of holistic, self-employed individuals, who take care of themselves and their environment, an education that enables citizens to contribute to cultural, political, social, spiritual, and economic growth.

In August 2009, the Chancellor of (MC) appointed an Internationalization Commission to work with the American Council on Education (ACE) Internationalization Laboratory in a self-study process. The Commission and its derived committees are comprised of 65 members: 48 of which are faculty members, 6 are administrative personnel, and 11 are faculty members holding administrative positions. The Commission identified four competencies required for students to participate as citizens of a global community: (1) *problem solving and decision-making skills*, (2) *mastery of at least two languages*, (3) *appreciation of cultural diversity*, and (4) *interpersonal sensitivity and empathy to individual needs*. The Commission also adopted a broader definition for international students: (1) Students whose place of origin is other than Puerto Rico, (2) Students from Continental United States who have significant cultural differences from Puerto Rico, (3) Students that are legal residents of Puerto Rico, but come from different cultures and countries and enrich MC international environment.

Following the guidelines of the ACE Laboratory, the Commission established 8 committees with responsibilities in the following areas:

Academic Initiatives

- Analyze the status of research, service projects, and creative work at the MC and its relation to the internationalization process
- Evaluate the nature of research, service projects, and creative work done in the disciplines to determine level of internationalization

Campus Culture

- Evaluate student life, curricular and co-curricular activities, including improved strategies to incorporate international students
- Identify activities that create cultural awareness in the university community related to internationalization process
- Identify interaction opportunities with communities of diverse nationality and origin

Communications

- Evaluate Campus portal according to the internationalization objectives
- Design a webpage for the internationalization project
- Analyze Campus communications in relation to international students
- Assess current communication materials regarding the internationalization project
- Develop a broader communication plan

Curriculum & Assessment of Student Learning

- Analyze internationalization standards, programs and courses used by other institutions
- Articulate the internationalization competencies students should acquire at MC

- Evaluate the current general education program and goals to determine how internationalization competencies are addressed
- Develop guidelines for the teaching and learning processes of internationalization competencies
- Design general guidelines for the evaluation of the internationalization level of academic programs

Documents Inventory

- Evaluate the international contents of policies, normative documents, catalogs, vision, mission and goals
- Create a virtual library for all documents related to internationalization

Exchanges, Internships, Study Abroad, and Educational Trips

- Articulate the learning objectives of exchange educational experiences, internships and study trips
- Evaluate previous internships, study abroad, and educational trips experiences in terms of their strengths and weaknesses
- Identify opportunity areas and limitations to stimulate the participation of students, professors and administrators in such experiences
- Analyze the impact of internships, exchanges, and study trips on the internationalization project
- Evaluate how to maximize consortia with other institutions

Faculty and Staff Development

- Elaborate an international profile of MC faculty and personnel
- Identify competencies and attitudes for the establishment of an international community

- Evaluate professional development activities in relation to internationalization
- Evaluate strategies to stimulate faculty and personnel participation in internationalization activities

International Student Recruitment

- Evaluate the strengths and areas of opportunity for the recruitment and retention of international students

After nine months of gathering information, committees have issued the following recommendations:

A. The campus community should have a greater international exposure through the broadening of curricular and co-curricular activities. One of the curricular activities is the alignment of the four competencies mentioned above with the objectives in selected courses of the General Education Program. The activities should also have rubrics designed to measure the competencies for internationalization already identified.

B. Opportunities for research in global issues should be reinforced to ensure a better development of a global mindset.

C. Student and faculty participation in service projects should increase, especially in areas related to psychology and social work. Greater involvement in international service can be achieved through networking with other organizations, such as local churches that offer orientation and thus facilitate new opportunities.

D. More promotion is needed to increase the participation of students as well as faculty members in international experiences. For promotion purposes, it is necessary that materials be designed to publish information regarding exchange sites, academic terms, and available financial aid for students and faculty.

E. Staff dealing with student services should be trained in order to improve their communication skills in English as well as in other languages. Also, staff needs to become more knowledgeable of legal requirements in order to provide accurate information and facilitate the admission process of foreign students.

A strategic planning committee was appointed to consider the collective work of all committees and develop the strategic plan for the internationalization of MC. A web page was established to share all relevant documents and facilitate communication regarding the internationalization efforts. The following documents were used as references to develop MC Internationalization Strategic Goals and Objectives: The University of Kentucky Strategic Plan, the University of Tulsa Strategic Plan for Comprehensive Internationalization, and New Mexico State University Strategic Plan.

Strategic Goals and Objectives

GOAL 1: BROADEN THE INTERNATIONAL SCOPE OF CURRICULAR AND CO-CURRICULAR ACTIVITIES

Objective 1.1 Incorporate internationalization learning activities in undergraduate and graduate courses

Performance indicator: at least 60% of courses within General Education and 30% within majors in the next three years include internationalization learning activities

Strategy 1.1.1 Train faculty members in curriculum development geared toward internationalization

The Dean of Studies will program faculty development activities for the integration of international perspectives, including Western and Non-Western, into classroom and program in areas such as: contemporary regional issues of Asia and Africa; universal human rights; sustainability and development; coexistence and challenges of neighboring cultures; global energy issues; religion and culture; global economy and wealth distribution; access to education and technology; health disparities; human geography; urban transformation; identity, race, and culture; women and tradition.

Strategy 1.1.2 Determine number and extent of appropriate internationalization activities to be included in particular programs and courses

Faculty members will identify internationalization learning activities to be included in specific programs and courses. The following table suggests learning activities appropriate for the development of MC internationalization competencies:

LEARNING ACTIVITIES	MC INTERNATIONALIZATION COMPETENCIES
Case studies about global issues	1, 2, 3
Role-playing in global scenarios	1, 3
Problem solving exercises in a global context	1, 4
Journal writing for reflection on multicultural perspectives	2, 4
Field trips to explore global issues	2, 3, 4
Reading assignments that contain global content, multicultural and international examples	2, 3, 4
Research assignments with focus on global content	1, 2, 4
Trips to other countries	1, 2, 3, 4
Use of Internet to explore global topics	1, 2, 3
Simulations with international and intercultural focus	3, 4
Debates about global issues	1, 2, 3, 4
Cooperative projects with foreign students	2, 3, 4

Strategy 1.1.3 Monitor progress of syllabi revision

Faculty Deans and Program Directors will audit syllabi revision annually to verify the integration of internationalization learning activities.

Strategy 1.1.4 Increase the number of students enrolled in language courses relevant to their field of study

Academic programs will evaluate the relevance of particular languages to their disciplines and encourage students to develop proficiency in those languages. The Honors Program will include language courses to prepare students for study abroad.

Objective 1.2 Foster faculty development for the inclusion of international activities in the curriculum

Performance indicator: at least 50% of faculty participation per year

Strategy 1.2.1 Allocate at least 20% of Faculty Development Plan resources for internationalization activities

The Dean of Studies will assign corresponding funds for traveling, seminar fees, registration and lodging to support faculty participation in conferences with an international dimension.

Strategy 1.2.2 Identify new opportunities for faculty development with partner institutions abroad.

The Director of the International Relations Office will act as a liaison matching faculty interests with opportunities in partner institutions.

Strategy 1.2.3 Design internationalization development activities for part-time faculty members

The Dean of Studies will include part-time faculty members in the annual Faculty Development Program.

Objective 1.3 Increase the number of students and faculty participating in co-curricular activities related to internationalization

Performance indicator: at least 10% of faculty and student participation per year

Strategy 1.3.1 Disseminate among all Campus community members, including parents, the advantages and opportunities available for students to engage in international experiences

The Dean of Studies, the Dean of Students and the Director of International Relations Office will collaborate in providing faculty and students with the necessary support for their participation in international activities.

Strategy 1.3.2 Promote faculty and students participation in international exchange programs

The Dean of Studies, the Dean of Students and the Director of International Relations Office will collaborate in providing faculty and students with the necessary support for their participation in international activities.

Strategy 1.3.3 Allocate funds for students travelling to educational activities abroad

The Dean of Students will assist students with the identification of funding opportunities for travelling.

Strategy 1.3.4 Provide continuity to the study abroad program with the MC Ambassador Student Organization

The Director of International Relations Office will mentor the MC Ambassador Student Organization.

Objective 1.4 Increase the number of programs offered in English

Performance indicator: One graduate and one undergraduate additional program in three years

Strategy 1.4.1 Identify existing academic programs to be offered in English according to student demands

Faculty Deans and program directors will evaluate the viability of additional program offerings in English.

Strategy 1.4.2 Appoint faculty committees to develop programs in English

Faculty Deans and program directors will appoint faculty members to the corresponding committee

Strategy 1.4.3 Develop a promotional and recruitment plan for the new programs

The Director of the Office of Promotion and Marketing will design and implement the plan.

GOAL 2: FOSTER ACADEMIC INITIATIVES WITH AN INTERNATIONAL DIMENSION

Objectives 2.1 Increase the number of faculty engaged in research, creative, and service projects with an international focus

Performance indicator: at least 10% of faculty participation per year

Strategy 2.1.1 Promote faculty engagement in academic initiatives with an international dimension through recognition and incentives

The Dean of Studies and Faculty Deans will identify faculty members interested and committed to engage in academic initiatives with an international dimension and will assist them in getting adequate support and recognition.

Strategy 2.1.2 Stimulate faculty participation in group projects through Research Centers on Campus

The Dean of the Center for Institutional Research and Development will establish productivity indicators for research centers and will identify external funds to support faculty participation in research.

Strategy 2.1.3 Require research experience with an international focus to new faculty recruits

The Director of Human Resources will include research experience with an international focus as a desirable qualification for new faculty hires.

Strategy 2.1.4 Identify faculty exchange programs to facilitate international research experiences

The Director of International Relations Office will identify and promote opportunities for faculty exchange.

Strategy 2.1.5 Promote faculty-student collaboration in international research projects

Program Directors will support faculty and student research projects.

Strategy 2.1.6 Disseminate research results locally and internationally

Faculty will inform program directors their research results and publications to be included in departmental monthly reports.

Objective 2.2 Increase the number of students engaged in research, creative, and service projects with an international focus

Performance indicator: at least 10% of student participation per year

Strategy 2.2.1 Survey incoming students on the international perspective in order to assess the value added by the internationalization project

The Director of Student Orientation Program will include in the College Student Inventory questions regarding student opinion about international issues.

Strategy 2.2.1 Establish appropriate guidelines for student participation in international experiences

The Dean of Students and the Director of the International Relations Office will develop guidelines for student participation.

Strategy 2.2.2 Revise existing procedures for internship and exchange program applications

The Dean of Students and the Director of the International Relations Office will revise existing procedures.

Strategy 2.2.3 Encourage student participation in international experiences (study trips, study abroad, internships, exchange programs, collaborative research projects or educational activities of global dimension)

The Dean of Students, the International Relations Office, together with the Director of the Promotion and Marketing Office will design and implement promotional campaign to disseminate information regarding to international opportunities

Strategy 2.2.4 Incorporate research projects with international dimension into the curricula of graduate programs

Graduate Program Directors will oversee and facilitate the inclusion of research projects with international dimensions.

Strategy 2.2.5 Allocate at least 10% of institutional funds for scholarships and student activities for internationalization purposes

The Director of Financial Aid will budget at least 10% of institutional scholarship funds for internationalization purposes

Strategy 2.2.6 Promote education abroad programs related to student discipline

The Director of International Relations Office will identify and promote opportunities for exchange that match students field of studies and interests.

GOAL 3: DEVELOP AN INTERNATIONAL CAMPUS CULTURE

Objective 3.1 Expand the international student population on campus¹

Performance indicator: increase international student enrollment by 100 annually

Strategy 3.1.1 Allocate additional funds for promotional activities such as visits, fairs, conferences, and other

The Director of the Promotion and Marketing Office will seek adequate funding to support promotional activities for international students

Strategy 3.1.2 Identify international students to serve as scouts for promotional purposes

The Director of the Promotion and Marketing Office will identify international students to participate in promotional activities.

Strategy 3.1.3 Promote MC graduate programs in the Caribbean and Latin America

The Director of the Promotion and Marketing Office will identify opportunities to promote MC graduate programs.

Strategy 3.1.4 Design adequate promotional materials for international markets

The Director of the Promotion and Marketing Office will design adequate promotional materials.

Strategy 3.1.5 Revise procedures for evaluation and admission of international students

The Enrollment Management Office Director will evaluate and revise procedures.

Strategy 3.1.6 Train staff in the admission procedures for international students

The Enrollment Management Office Director will coordinate training efforts.

Strategy 3.1.7 Survey incoming international students to determine how and why they selected MC for their place of study

The Director of Admissions will administer a questionnaire to international students as part of their admission process.

¹ International students include non-residents and legal residents.

Objective 3.2 Integrate international students with domestic students in academic and extracurricular activities

Performance indicator: at least 80% of student satisfaction in biannual surveys

Strategy 3.2.1 Provide housing facilities for international and domestic students

The Chancellor will secure the construction of new student dorms.

Strategy 3.2.2 Improve communication through continuous updating of the website

The Director of Distance Learning and Technological Development Center will oversee the continuous update of the web page.

Strategy 3.2.3 Promote the enrollment of local students in courses offered in English

Program Directors and academic counselors will encourage and facilitate the enrollment of students in courses taught in English

Strategy 3.2.4 Create campus living and learning environments for language and culture immersion

The Director of the School of Modern Languages will design and implement language and cultural immersion activities.

Objective 3.3 Strengthen the International Relations Office

Performance indicator: at least 80% of student satisfaction in biennial surveys

Strategy 3.3.1 Promote the use of world languages in the International Relations Office activities

The Director of the International Relations Office will develop activities offered in different languages.

Strategy 3.3.2 Create cultural awareness among the university community

The Dean of Students will develop activities designed to increase international visibility throughout campus.

Strategy 3.3.3 Increase activities that foster appreciation of cultural diversity

The Dean of Students will develop activities designed to enhance the value of cultural diversity.

Strategy 3.3.4 Identify opportunities for internationalization within present and future partnerships

The Chancellor will disseminate information regarding opportunities for strategic partnerships.

Strategy 3.3.5 Adopt the Institute of International Education in New York guidelines for study abroad programs

The Director of International Relations Office will include information about best practices in study abroad programs, especially those related to risk management.

GOAL 4: ASSESS MC INTERNATIONALIZATION PLAN

Objective 4.1 Develop and implement an assessment plan that addresses the four competencies required for students to participate as citizens of a global community and the progress of internationalization efforts at MC

Performance indicator: Plan implementation and action taken in two years

Strategy 4.1.1 Appoint an assessment subcommittee of the Internationalization Commission

The Chancellor will appoint a standing Internationalization Commission and a standing assessment subcommittee.

Strategy 4.1.2 Create quantitative and qualitative tools for the assessment of internationalization competencies at the undergraduate level, as well as the internationalization plan

The members of the Internationalization Assessment Subcommittee will coordinate the development of adequate tools for assessment.

Strategy 4.1.3 Establish baselines to track growth of international activity

The members of the Internationalization Assessment Subcommittee will do the research to identify baselines.

Strategy 4.1.4 Conduct formative and summative evaluations for internationalization

The members of the Internationalization Assessment Subcommittee will evaluate and recommend actions to be taken for continuous improvement of the internationalization project.

Appendix 1

Internationalization Commission 2009-2010

Marilina Wayland, Chancellor
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Débora Hernández, Dean, Center for Institutional Research and External Resources
Carmen Oquendo, Dean of Students
Olga S. Villamil, Dean, Humanistic Studies
Ramón Ayala, Director, International Relations Office
Armand Piqué, Faculty, Economics
Armando Cardona, Executive Assistant to the Chancellor
Irma Brugueras, Faculty, Education
Elizabeth Miranda, Director, School of Social Work
Edilberto Arteaga, Faculty, Physics
Edgardo Ojeda, Coordinator, Exchange, Internships and Study Travels
Jossie Vega de Varona, Faculty, Mathematics

Internationalization Committees

Academic Initiatives with Global Projection (Research, Service, Creative Work)

- Research

Alicia Rivero
*Edilberto Arteaga**
Félix Cué
Pablo Hernández

- Service

Alicia Roe
Arelis Cardona
*Elizabeth Miranda**
Migdalia Texidor
Pedro Subirats

- Creative Work

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María del C. Guerrero
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**Group Leader*

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Zoraida Avilés

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Débora Hernández
Dinah Kortright
Ileana Irvine
Mildred García
*Olga Villamil**
Wilma Torres

International Students Recruitment

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Carlos Fonseca
Eduardo A. Hernández
Josefina V. Tejada
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Matilde García
Noemí Lebrón
Ramón Ayala
Reinaldo Robles

Strategic Plan for Internationalization

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Carmen Oquendo	Jossie Vega de Varona
Débora Hernández	Matilde García
Edgardo Ojeda	Migdalia Texidor
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Appendix 2

Congruency between MC Goals and MC Internationalization Goals

MC GOALS	INTERNATIONALIZATION GOALS
<p>GOAL #1 Develop programs and curricula, in Spanish and in English, in the fields of science, applied science, humanities, and professional studies that meet disciplinary standards of excellence and the demands of a global society.</p> <p>GOAL #2 Maintain up to date programs that have a multidisciplinary and international focus designed to form leaders and entrepreneurs, responsible and moral citizens with critical reasoning skills and the capacity to celebrate the diversity of human creativity.</p> <p>GOAL # 4 Provide services and activities pertinent to a diverse student population in order to support its academic, intellectual, social, and moral development, as well as to cultivate its awareness of social, cultural, economic, environmental, and political problems.</p>	<p>I. BROADEN THE INTERNATIONAL SCOPE OF CURRICULAR AND CO-CURRICULAR ACTIVITIES</p>
<p>GOAL # 3 Generate research, innovation, and creative endeavors throughout the academic community in a way that enhances campus programs and services, develops and disseminate knowledge, and contributes to the solution of problems pertinent to society.</p> <p>GOAL # 5 Retain a faculty that excels in teaching, research, and innovation; a faculty committed to outcomes assessment processes and to fulfilling the norms applicable to the programs and curricula, dedicated to the professional development and to serving the community.</p>	<p>II. FOSTER ACADEMIC INITIATIVES WITH AN INTERNATIONAL DIMENSION</p>

MC GOALS	INTERNATIONALIZATION GOALS
<p>GOAL #4 Provide services and activities pertinent to a diverse student population in order to support its academic, intellectual, social, and moral development, as well as to cultivate its awareness of social, cultural, economic, environmental, and political problems.</p> <p>GOAL # 7 Foster the continuous development of human resources and their wellbeing within a positive working environment oriented to increasing the effectiveness and efficiency of the programs and services of the campus.</p>	<p>III. DEVELOP AN INTERNATIONAL CAMPUS CULTURE</p>
<p>GOAL # 9 Develop an organizational culture of cost-effectiveness and efficiency by strengthening the planning and evaluation processes that lead to strategic deployment of the human, physical, and financial resources needed to achieve the goals and objectives of the programs, activities, and services offered by the campus.</p>	<p>IV. ASSESS INTERNATIONAL COMPETENCIES</p>