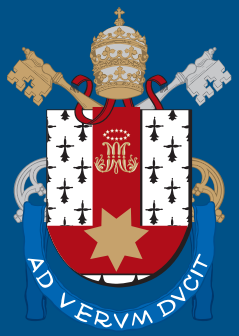

Pontifical Catholic University
of Rio Grande do Sul

INSTITUTIONAL PLAN OF INTERNATIONALIZATION

2018-2022

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1. INTRODUCTION

1.1. Background

The Pontifícia Universidade Católica do Rio Grande do Sul (PUCRS) is committed to academic excellence as well as to the production and dissemination of knowledge and innovation in all of their dimensions as a means to foster people's comprehensive development. In order to make that a reality, PUCRS has plans to become a world-class research university, oriented to a global culture, and which conceives of internationalization in all realms of university life.

PUCRS' Plan of Internationalization, which mirrors the Mission of the Institution, calls for the commitment of the university towards scientific, social, economic, environmental and cultural development of both Brazilians and international citizens. It is a continuous and systematic process of actions that seeks to contribute to academic excellence anchored in high-quality teaching, research and extension as well as the relevance of innovation. Internationalization must permeate the several academic and professional activities for the dissemination of knowledge under a global, intercultural and interdisciplinary perspective.

Internationalization is characterized by the university's open attitude to contemporary challenges and to the creation and consolidation of synergies, which develops a facilitating environment for cultural exchanges and different worldviews.

1.2. The Conceptual Model of Internationalization of PUCRS

The International Association of Universities began to rethink the process of internationalization and its respective practices in order to position internationalization and its corresponding values in the current knowledge society (WIT, 2013). Its members needed to look into the original meaning of internationalization not only to promote a radical change in its definition but also to look at the contextual factors that influence its image and the aspects that need to be adjusted for a better comprehension of it.

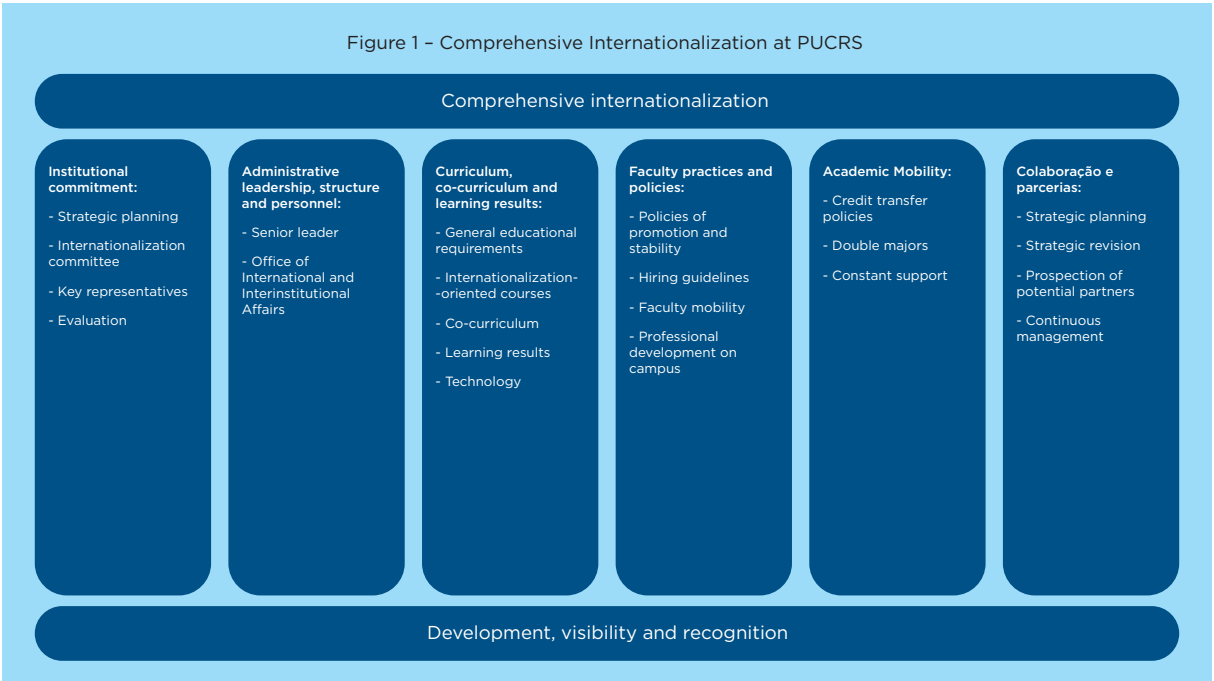
The conceptual model of internationalization that, in our understanding, is the most appropriate to PUCRS' Strategic Plan is that of Comprehensive Internationalization (HUDZIK, 2011), which is characterized by the strengthening of indivisible actions for teaching, research, innovation and extension to be experienced on and off campus. A comprehensive internationalization is made possible through concrete actions that foster long-lasting international perspectives and that shape the institutional ethos, which prioritize higher education. Hence, the engagement of institutional leaders, governance,

students, faculty, researchers and staff is key for the institution to accomplish its goals.

This model has been adapted from the Model of Comprehensive Internationalization brought forth by the Center for Internationalization and Global Engagement - CIGE of the American Council on Education – ACE, 2017. It calls for the implementation of a strategically coordinated process that brings together policies, programs and initiatives to make educational institutions globally oriented and internationally connected. The conceptual model adopted by PUCRS encompasses six inter-related areas that focus on teaching, research, innovation, extension as well as the mobility of students, faculty, researchers, managers and staff (Figure 1). The process of comprehensive internationalization of the university has resulted in three primary goals to be achieved: excellence, generation of opportunities and relevance in society.

Comprehensive internationalization not only had an impact on campus life but also on the external structures of reference, partnerships and relationships of an institution. "The global reconfiguration of economies, systems of trade, research, and communication, and the impact of global forces on local life, dramatically expand the need for comprehensive internationalization and the motivations and purposes driving it" (HUDZIK, 2011).

Figure 1 – Comprehensive Internationalization at PUCRS



Again, according to ACE, "Comprehensive Internationalization is a strategic, coordinated process that seeks to align and integrate policies, programs and initiatives to give colleges and universities a more globally-oriented and internationally connected perspective".

2. INSTITUTIONAL CONTEXT

2.1 Mission

Based on human rights, on the principles of Christianity, and on the tradition of Marist education, the Mission of PUCRS is to produce and disseminate knowledge and promote human and professional development, driven by quality and relevance, with the objective of developing a just and fraternal society (PUCRS' Strategic Plan 2016-2022).

2.2 Vision of Future

By 2022, PUCRS will have become, in accordance with its Mission, an international reference in Higher Education through Innovation and social, environmental, scientific, cultural and economic development (PUCRS' Strategic Plan 2016-2022).

2.3 Strategic Positioning: Innovation and Development

PUCRS is committed to generating innovation and development in all of its dimensions - social, environmental, cultural and economic – as it acknowledges the value of people, whose comprehensive development is, above all, what the institution is here for. (PUCRS' Strategic Plan 2016-2022).

2.4 Internationalization of PUCRS

PUCRS is nationally and internationally recognized for the quality of teaching and scientific, technological and social relevance of the research carried out within the premises of the institution and is among the best universities in Latin America, as shown in the main international rankings. This is the result of the joint efforts for the consolidation of international partnerships and projects.

PUCRS is one of the 1000th best higher education institutions on the planet, according to the Times Higher Education (THE), published in 2017. Knowledge transfer, internationalization and number of citations were some of the highlights of the University. According with *QS World University Ranking 2018*, PUCRS ranks 3rd in a list that includes only private universities of Brazil and 13th in another that includes all institutions. In the *QS*

World University Ranking by Subject, Medicine and Computer Science and Information Systems stayed atop.

PUCRS plays a leading role both in the national and international scenario because of the outstanding reputation of its graduate programs. It is worth mentioning that according to the Brazilian Federal Agency for Support and Evaluation of Higher Education (CAPES), PUCRS has climbed atop the public and private higher education institutions by virtue of the excellence of its graduate programs, with a grade of 5.36 (2013-2016), on a scale that ranges from 0 to 7. The aforementioned agency evaluates colleges and universities every four years. In this context, two of the University's graduate programs have achieved the highest grade: 7 (Biomedical Gerontology and Letters) and nine programs were awarded grade 6 (Medicine and Health Sciences, Education, Philosophy, Social Work, Cell and Molecular Biology, Law, Pediatrics and Children's Health, Psychology and Computer Science), all of which are regarded as programs of international excellence.

When it comes to research projects with international partners, the number of active collaborations has seen a significant growth. From 2012 up until today, a growth of 53% in the number of scientific research projects with international partners has been observed.

PUCRS has several active Academic Mobility agreements. As a consequence of that, it has opened its doors to students from Germany, Angola, Argentina, Austria, Colombia, China, South Korea, Spain, USA, France, UK, Italy, Mexico, Portugal and Sweden, as Incoming Mobility students. On the other hand, PUCRS students have attended institutions from Germany, Argentina, Canada, Chile, Spain, USA, France, UK, Italy, Japan, Mexico, Portugal, Sweden as Outgoing Mobility students. As can be observed, Europe is the most common destination. Furthermore, over the course of the last three years, an increase of 11% in the number of international agreements has been observed, which shows the high visibility of the institution at the international level, especially with countries such as Germany, Spain, UK, Italy, France, US and Portugal.

PUCRS has also joined several academic mobility programs, such as Bolsas Santander Ibero Americanas, BRAFITEC, ELAP, UAS7 Internship Program and a short-term program at the University of Bonn, and also PEC-G and PEC-PG (CNPq/CAPES/MRE) programs, which have made it possible for international students to work on their undergraduate and graduate degrees at the Master's and Doctoral level. Among other actions developed at the University, are the offer of courses in English at the undergraduate level since 2014 and the implementation of projects for the internationalization of

the curriculum (IoC), through a partnership with Newcastle University, with the support of British Council. In addition to that, internationalization at home (IaH), through the program Fulbright/CAPES English Teaching Assistants is now a reality.

As for knowledge and technology transfer, Tecnopuc, the best Science and Technology Park of Brazil in 2004, 2009 and 2016 is one of the highlights of the University. The recognition came from the National Association of Entities Promoting Innovative Ventures (Anprotec); Ministry of Science, Technology, Innovations and Communications (MCTIC); the Brazilian Micro and Small Business Support Service (SEBRAE) and the Ministry of Industry, Foreign Trade and Service (MDIC). The Park is an element of the ecosystem of innovation and development of PUCRS and has entered into agreements with several science and technology parks and innovation environments, including partners in the UK, Germany, Israel, Italy and China. These agreements have produced important results, such as soft landing projects to encourage the internationalization at Tecnopuc. Its association with platforms such as the Land2Land Platform, and international associations such as EBN Innovation network, have made it possible for Tecnopuc and the companies to join several internationalization projects, including workshops, training programs and seminars. RAIAR incubator is fully developed within the park's ecosystem and has been accredited as a *EU-BIC/Business Innovation Center*, which facilitates the process of development, innovation and creation of new businesses.

3. PRIORITIES FOR INTERNATIONALIZATION

Research produced at PUCRS is anchored in the commitment to the generation and dissemination of high quality and relevant knowledge. Constant investment in infrastructure and faculty development, promotion to internationalization and interdisciplinarity have allowed for the consolidation and creation of research structures in all areas of knowledge, which enable the integration of researchers and graduate and undergraduate students, focusing on the generation of knowledge and innovative results. Research and innovation are organized into eight areas that guide the interdisciplinary studies in order to investigate and find solutions to the complex problems of our society. They are as follows:

a) Biology and Health

b) Culture and Education

c) Energy and Natural Resources

d) Humanities and Ethics

e) Environment and Biodiversity

f) Materials, Processes and Equipment

g) Society and Development

h) Information and Communications Technology

The segmentation into these areas earns the research projects developed at the institution more visibility as the potential of each area can be better explored. The priority areas of the current plan of internationalization of PUCRS to be addressed over the course of the next four years, in line with the Areas of research and innovation, are as follows:

3.1. Health in Human Development

PUCRS has chosen the area "Health in Human Development" because the institution has been gaining considerable reputation in the area of health care, as it seeks to investigate both the aspects related to the promotion of health and the mechanisms associated with pathologies and possible therapies in the different stages of human development. This area addresses clinical, psychosocial and educational aspects of the different stages of human development, with focus on infancy and aging, under the perspective of health. It is known that the complete development of children up to the age of 5, in highly unequal countries, is severely compromised because of the adversities that can affect their health, well-being and learning over the course of their lives. Not only does this have negative long-term effects on individuals, but also contributes to the perpetuation of the cycle of poverty, inequality and social exclusion, which are issues that affect a great many of the world's population. Strategies aiming at the promotion of health in adult life, as well as new treatments for aging-associated diseases will be investigated in studies that materialize basic research into the applications to health throughout their development. Additionally, new investigations on the development of innovative technologies for the diagnosis and treatment of several diseases are under the scope of this Area.

3.2. The World in Motion: Individuals and Society

The world we live in is dynamic and interconnected. Economic factors, urbanization patterns and technological development are elements that keep the society constantly changing. Migration patterns reflect economic trends of our planet and political and humanitarian crises, thus giving a new significance to the word community. The constant violation of human rights due to increased urban violence is a major challenge for the world's society. At the same time, we can see the emergence of a society that is globally connected through technology. So, this Area is intended to embrace investigations on how society adapts to these changes, which involve social and economic development, migrations, violence and human rights as well as the judicious use of technology to the maintenance of ethical aspects and rights to individual privacy.

3.3. Humanism, Education and Culture in the Age of Interconnectivity

Education is a very important supporting tool to people in the moral and personal development of their identities, which along humanism, may contribute to individuals' comprehensive development. The impact of the use of new technologies in educational practices at the different levels of education, from basic to higher education will be investigated. This Area is intended to address this kind of question in the areas of humanities, teaching, linguistics, modern languages and arts as well as exact sciences, under interdisciplinary perspectives.

3.4. Technology and Biodiversity: Sustainability, Energy and the Environment

Humanity's sustainable development includes a thorough understanding of biodiversity, which has been maximized by the development of new technologies. Similarly, new technological advances arise from the demands resulting from research processes that lead to new findings associated with biodiversity and the reasonable use of natural resources. In line with the concept of productive chain, this Area seeks to address issues that include from basic science to biodiversity, as well as the concepts of applied sciences, such as data science, dynamic systems and materials to foster the needs of a sustainable contemporary society.

3.5. Technological Innovations for a Dynamic and Interconnected World

The miniaturization of technology has allowed for the development of integrated high performance systems for multiple applications. Today, technological development is in accordance with three domains brought forth by Moore's Law. They are as follows: More-Moore, Beyond CMOS and More Than Moore. More-Moore calls for the development

of systems in nanoscopic scale, with focus on the emergence of FinFET technology. Beyond CMOS calls for the study of the so-called emerging technologies, among which we can mention carbon nanotubes, memristors and spintronics. More Than Moore covers NEMS, biochips, solar cells, among other devices. This domain does not necessarily employ nanometric scale technology but is based on the principle of integrating different types of devices to meet the needs of today's society on the verge of a fourth industrial revolution. In this context, the context of Internet of Things (IoT) has become a reality since it makes it possible to connect smart systems and cyber-physical systems to be used for a multitude of purposes. Consequently, this Area instigates research, development and innovation in the areas of materials, microelectronics, robotics, integrated systems projects, big data, cloud computing, artificial intelligence, as well as optimization of integrated systems, systems testing and reliability, cyber security and hardware trust.

4. OBJECTIVES

4.1. General objectives

To develop, consolidate and integrate the international and intercultural dimensions in teaching, research, innovation and extension at the University as an attempt to seek academic excellence with impact on the development of society, thus contributing to the development of citizens for a multicultural and interconnected world.

4.2. Strategic Objectives

a) To maximize the teaching, research, extension, innovation and management activities at the University;

b) To promote the consolidation of international research networks with an eye to the excellence in academic production and enhanced competitiveness in seeking funding for research;

c) To implement a policy to attract and assist international students, faculty and researchers;

d) To increase mobility for student, faculty and staff development and create mechanisms to disseminate the knowledge gained overseas with an eye to the consolidation of the internationalization of teaching and research at the University;

e) To develop strategic areas with growth potential to speed up the process of transferring benefits to society and the international relevance of the university;

f) To promote the consolidation of the ecosystem of innovation of PUCRS in order to keep TECNOPUC as a reference in innovation in Latin America, by working together with universities and governments with focus on regional development;

g) To implement linguistic policies anchored in the perspective of inclusive internationalization in order to cater for the needs of different academic areas and their specific domains.

5. INSTITUTIONAL STRATEGIES OF INTERNATIONALIZATION

A set of macro strategies of internationalization has been set forth by the university in its Plan of Internationalization. They are as follows:

Strategy 1: To establish the legal and institutional framework of internationalization of the University. The planning actions of PUCRS and the observation to the existing national and international policies will be guided by the policy of internationalization.

PUCRS' Institutional Plan of Internationalization is anchored in the Strategic Guidelines, as stated in the PUCRS' Strategic Plan 2016-2022: (a) Institutional quest for academic excellence in order to achieve excellence in all levels of teaching and consolidate excellence in research, thus reinforcing the institution's role and relevance for the development of society; (b) Promotion of internationalization and interculturalism with an eye to the development of international partnerships between institutions as well as to promotion of cultural and social interaction (PUCRS' Strategic Plan 2016-2022).

The internationalization of the institution is in line with the policies and guidelines of national and international agencies of relevance, such as the *United Nations Educational, Scientific and Cultural Organization (UNESCO)*, the *Instituto Internacional de la UNESCO para la Educación Superior en América Latina y el Caribe (IESALC)*, the International Association of Universities (AIU), the Association of International Educators (NAFSA), the Institute of International Education (IIE), the Brazilian Association of International Education (FAUBAI), among others.

The University will set forth the internal policies that foster and facilitate academic and scientific activities under the scope of internationalization, in its pursuit of excellence and institutional recognition in the international scenario.

Strategy 2: To develop a world-class global culture that conceives of internationalization in every aspect possible and in all realms of university life, leading to a concept of International Campus of PUCRS in Porto Alegre.

On PUCRS Main Campus, the academic areas are embraced by eight Schools, as a means to facilitate the integration and sharing of experiences between students, faculty and researchers from several academic areas. As part of the strategies for the internationalization of the campus, it is extremely important to implement an active policy to attract and assist international students, faculty and researchers as well as a policy to revisit concepts and build new facilities for recreation, such as Espaço Mundo (an area devoted to the exchange of experiences between people from all over the world), services, culture and learning, aiming to contribute to multicultural life and comfort at PUCRS. Hence, the establishment of a multilingual atmosphere, in a setting conceived to facilitate social cooperation and interaction, will allow for better opportunities for exchanges, which are key factors for the consolidation of the internationalization of the campus. Besides, several other actions can be developed in order to promote interculturalism, such as film exhibits, conferences, lectures, multicultural fairs and international musical events.

Strategy 3: To promote the admission of a larger number of international students at PUCRS through formal international academic mobility programs and also other international degree-seeking students at the undergraduate and graduate levels from all over the world, or even at the university's ecosystem of innovation, involving partner companies from Brazil and abroad.

The strategy of internationalization of teaching requires the institution to increase the number of international students as well as and to internationalize the undergraduate and graduate curricula. The internationalization of the curriculum will make it possible for the university to recruit international students and consequently, share the benefits among the Brazilian ones.

Joint efforts in the areas of communication and advertising to teaching, research and community extension at the international level involving the Office of Communications and Marketing (ASCOM) and the Office of International Cooperation (OIC), and promotion of the opportunities between the university and companies, involving the University's ecosystem of innovation - Tecnopuc - will contribute to the increase in the number of international students.

The preparation of students, faculty and researchers for their exchange overseas will

maximize their academic experience in international institutions. Courses in languages other than Portuguese for students, faculty and researchers will make it possible for them to have a better exchange experience. Further insights into the everyday life and culture in the host country will equip students, faculty and researchers for their exchange period overseas. The Office of International Cooperation (OIC) and the supplementary academic units of the university will be working together with the coordinators of the undergraduate and graduate programs in order to ensure that students, faculty and researchers meet all the legal requirements needed for the exchange abroad. In order to ensure the positive impact of the knowledge gained abroad, the study plan to be devised by students, faculty and researchers must produce benefits at the institutional level, as well. Faculty members and researchers must be advised as to the necessary procedures to establish formal partnerships either through bilateral or multilateral agreements between PUCRS and host institutions, as well as other formal aspects such as materials and intellectual property transfer.

Strategy 4: To expand and consolidate international cooperation in the areas of research and innovation with international researchers working on research and innovation projects at PUCRS' Schools and TECNOPUC.

The strategies for consolidating existing international partnerships and the establishment of new ones, in line with the strategic Areas set forth by the University, involve the prospecting, expanding and strengthening of international cooperation as well as the development of projects with international research institutions of excellence. In this sense, partnerships must be established or consolidated with previously defined international partners working in strategic areas in research institutions of excellence. Preference will be given to partners whom the institution has worked together in the areas of teaching and research.

The expansion of fundraising activities from international programs in collaboration with said institutions of excellence is a strategy that will bring the quality of scientific and technological production and human resource development to a higher level. This expansion will be possible with the institution's active engagement in international funding opportunities, as well as with the institutional support in the drafting of proposals and management of resources by the departments responsible for project management.

The engagement of faculty members and researchers is key to making these partnerships possible as they will play a very important role in the maintenance of these collaborations through field missions abroad and in attracting top researchers from overseas. In addition to that, the role of undergraduate and graduate students in international

cooperation projects, especially in study missions or incoming / ongoing academic mobility, will be decisive for the internationalization of the institution, for scientific training and intellectual production. Joint degrees of double degree programs between partner universities, as well as the production high quality scientific research, will be important strategies for the maintenance of these scientific collaborations in the long run.

The internationalization of Research and Teaching involves faculty and research missions abroad and their engagement in high-quality projects of relevance in strategic areas in collaboration with top researchers overseas. PUCRS will keep its doors open to these outstanding researchers and this will have a significant and far-reaching effect on the Universities' overall courses and programs.

International faculty and researchers may also contribute to the expansion and development of the university's faculty. As a strategy, the university is keen on attracting international young talents relying on relevant academic and scientific background. These talents could eventually become permanent members of the institution. Additionally, opportunities with Tecnopuc, an internationally-accredited ecosystem of innovation and development, can also be an interesting mechanism to attract faculty and researchers with an academic attitude and entrepreneurial vision. Such faculty and researchers will be able to promote the integration of the ecosystem with the academia, companies and the international market.

It is worth mentioning the importance of the support provided and the warm welcome given to international faculty and researchers during their stay at PUCRS, as well as the provision of adequate facilities for the development of the research activities.

Strategy 5: Offer of undergraduate and graduate-level programs in transnational partnerships involving double-degree programs and other programs in collaboration with prominent international partners.

The strategy of internationalization of teaching requires the institution to increase the number of international students and to internationalize the undergraduate and graduate curricula. Hence, the following actions will take effect: (a) internationalization of curricula in all levels of education; (b) implementation of more joint and double degree programs; (c) expedition of academic transcripts in languages other than Portuguese; (d) encouragement to the inclusion of international and global issues in class; (e) promotion of Summer/Winter Courses; (f) offer of courses and programs overseas to

PUCRS students (Study Abroad); (g) recruitment of undergraduate and graduate students from overseas; (h) constant offer of courses in languages other than Portuguese; (i) teaching of additional languages; (j) promotion of specific training as part of a policy for the development of the internationalization of the University, including the Schools' secretaries and Graduate Programs.

In addition to courses being offered in languages other than Portuguese, the programs must foster international perspectives and highlight issues and topics of global nature in every academic area. Internationalized curricula and co-curricula ensure that all students be exposed to international perspectives and develop global competences. Therefore, learning outcomes must result directly from the development of issues and curricular, co-curricular and extracurricular skills in this respect. The activities proposed must promote the exchange of experiences among students, both locals and internationals, as they will have distinct academic experiences and cultural backgrounds.

Joint and double degree programs with partner institutions can be an important tool for recruiting international students. These strategies can facilitate the offer of programs in international cooperation, guided by an innovative and interdisciplinary vision, with focus on knowledge transfer for the resolution of problems in society. In addition to that, the promotion of international short-term programs (Summer/Winter Courses) will make it possible for international students to have an academic experience at the University, and increase our chances of working together with research groups. Lastly, short-term Study Abroad opportunities are intended to give PUCRS students a chance to experience academic life in universities of excellence in any academic areas. These programs will make it possible for them to share the knowledge gained at the host institution with the students and faculty of the home institution, with an eye to the production of new ideas and the establishment of shared actions.

6. INSTITUTIONAL POLICIES OF INTERNATIONALIZATION

6.1. The Partners

To follow are the attributions of the partners to be chosen by PUCRS:

(a) to prioritize the support and consolidation of collaborations with PUCRS' existing international partners who have produced relevant findings in the areas defined as priorities in this Plan;

(b) to increase the number of international partners in institutions located in countries that are already effective partners with PUCRS;

(c) to work together with different actors at the University (Higher Administration, Schools, TECNOPUC, among others) towards the topics defined as priorities, with focus on the construction of long-lasting and effective strategic partnerships;

(d) to promote partnerships that will lead the university to join specialized networks of excellence, consortia and alliances that foster academic and scientific recognition for PUCRS at the international scenario;

(e) to spot international research projects, with priority to those that involve more than one undergraduate and graduate program. These projects will have an interdisciplinary nature and in addition to involving international groups, will also embrace internal research groups of PUCRS;

(f) to expand and enhance the international partnerships with ecosystems of innovation, science and technology parks, business incubators, coworking areas and accelerators, thus creating a global network of innovation with a multidirectional flow of researchers and professionals from the Universities and partner companies.

6.2. The Beneficiaries of International Actions

To follow are the attributions of the beneficiaries of the internationalization actions of PUCRS:

(a) set the criteria for selection of research projects and scholarship grantees, including applicants' language proficiency, eligibility criteria, among others;

(b) prioritize the existing productive partnerships as well as collaborations that directly respond to the priority themes which will be of an interdisciplinary nature;

(c) spot new opportunities for strategic partnerships at the international level in specific areas, involving Universities, ecosystems of innovation and major international companies of international prestige.

6.3. Recruitment of Highly Qualified Faculty

PUCRS has been working towards academic and scientific excellence as well as towards international recognition. Hence, the following conditions / initiatives have been planned for the hiring of international faculty:

(a) faculty must have had their training in international institutions and be internationally-recognized. Their background as coordinators or members of international research projects, international committees associated to conferences

and journals and foreign language proficiency will also be taken in consideration;

(b) faculty must have experience in international projects and, preferably, in projects addressing the interdisciplinary areas set forth as priorities in this Plan;

(c) the university will make sure the hired faculty will be provided with adequate infrastructure, including resources to begin their research activities at the institution.

6.4. Additional Languages

Additional language proficiency and competence is another key area of the policy and is geared towards students, faculty and staff members. To follow are some of the policies that have been set forth:

(a) to promote Internationalization at Home – IaH, with an eye to personal and professional growth;

(b) to foster an understanding of the importance of additional language courses to be offered by the Institution in the entire academic community, especially English;

(c) to create mechanisms of support for students, faculty and staff members to get certificates of proficiency in additional languages, with an eye to the promotion of effective academic communication at the international level;

(d) to offer short-term programs abroad (Study Abroad), attracting PUCRS (undergraduate/graduate/extension) students to institutions overseas and faculty led groups.

6.5. Welcoming and Assisting International Students, Faculty and Researchers

A number of actions have been conceived by the University in order to assist international students and researchers at the beginning of their activities at the university, such as:

(a) to encourage the integration of students at the university with seminars addressing academic and social issues;

(b) to facilitate the integration of international faculty and researchers with strategic departments at the University in order to consolidate the existing partnerships and create new ones;

(c) to promote intensive on-site programs of Portuguese as an additional language, and other additional languages as well; to promote online short-term programs of

Portuguese as an additional language for international students while they are in their home countries;

(d) to encourage the "Programa Amigo Universitário (University Buddy)" as a tool to facilitate the adaptation of students at the University;

(e) to develop a well-thought out policy of accommodation and health care assistance for faculty and researchers as well as for mobility students;

(f) to foster the implementation of extracurricular programs and activities, preferably interdisciplinary ones, on and off campus, that address issues of global relevance;

(g) to offer courses in English in different academic areas, which can also be taken by international students, as a strategy to foster internationalization and global culture in class.

6.6. Appropriation of Gained Knowledge and Experiences

PUCRS has set forth a number of policies geared towards the appropriation of knowledge and exchange of experiences gained overseas, as follows:

(a) organization of annual seminars featuring lectures delivered by faculty and researchers who worked on projects overseas and presentation of findings of their research carried out abroad, as well as other discussions involving students with the purpose of exchanging experiences;

(b) creation of hard-copy and /or online materials to publish the results achieved and share the accounts of students', faculty's and researchers' experiences in their missions abroad;

(c) promotion of lectures to be delivered by graduate or undergraduate students who went on an academic mobility program in order to disseminate the knowledge gained and ultimately contribute to the development of our courses;

(d) development of mechanisms for the appropriation of knowledge related to administrative and organizational aspects of international institutions visited by students, faculty and researchers, with an eye to revisiting and improving the management actions of PUCRS;

(e) provision of support to outgoing mobility students in choosing courses to be undertaken abroad in order to maximize the training opportunities under the research topic at the graduate level;

(f) setting of clearly defined criteria for the transfer of credits of activities undertaken abroad;

(g) promotion of new creative and participative models and processes of ideation, development and implementation of new projects and training using modern approaches of the area of innovation, such as hackatons, immersions, design thinking, etc.

6.7. Monitoring and Evaluation of the Institutional Plan of Internationalization

In order to ensure the correct implementation of the activities set forth in the Institutional Plan of Internationalization, the following actions have been conceived:

(a) the creation of a Board of Internationalization intended to ensure that the goals and strategies set forth in the Institutional Plan of Internationalization are fulfilled, as stated herein;

(b) the supervision of international projects with the support of Tecnopuc's Project Management department, which consists of a highly specialized and extremely experienced team.

6.8. Innovating for Internationalization

PUCRS consists of an environment and a culture devoted for the promotion of innovation in the academic and scientific areas, with an eye to the needs of society. Internationalization, when it comes to the innovation and development areas, is mostly grounded on five pillars: international cooperation, soft landing programs, exchange of entrepreneurs, generation of startups and international events. This Plan of Internationalization includes innovative policies, such as:

(a) promotion of an environment that brings the academic community and international companies together at the ecosystem of innovation of PUCRS, with focus on Tecnopuc;

(b) promotion of strategic seminars aiming to the dissemination of demands of international companies with PUCRS' faculty and researchers;

(c) participation in international conferences and business missions and also the organization of events that foster internationalization at Tecnopuc, thus contributing to a better position of the institution at the international level;

(d) creation of startups to cater for the demands of international projects;

(e) bringing international companies to Tecnopuc and promoting the internationalization of its companies through soft landing agreements;

(f) promotion of exchange of businesses from Tecnopuc and other science and technology parks or areas of innovation in order for them to develop their projects, exchange international experiences and competitiveness, thus reinforcing entrepreneurship in a general way;

(g) encouragement the creation of globally-oriented startups, in view of the insights gained and produced at PUCRS' Schools.

7. INTERNATIONALIZATION STRUCTURES

Overall, the internationalization of the institution relies on the support provided by the following structures:

OIC: The Office of International Cooperation, accountable to the University's Higher Administration, connects the institution to other institutions of excellence, as well as to national public and private sectors. The OIC centralizes, coordinates and runs the processes of International and Interinstitutional Cooperation, by encouraging teaching, research, innovation and extension among faculty and researchers. It provides support to the development of projects and organizes visits and events conceived by PUCRS' faculty and researchers, involving international partners, with an eye to the increase in the number of academic and professional opportunities. It represents PUCRS in several Associations and Groups, including the Brazilian Association of International Education (FAUBAI), the Grupo Coimbra of Brazilian Universities (GCUB) and the Association of International Educators (NAFSA). It is also responsible to update a database containing information on cooperation activities with local and international partner institutions. It plays a central role in visits to other institutions as it intends to exchange experiences and good practices. Lastly, it oversees the university's Academic Mobility programs (incoming and outgoing), with the purpose of facilitating the exchange of its students to higher education institutions from abroad and of international students here.

Project Management: Project Management is a department accountable to the university's ecosystem of innovation, Tecnopuc, which is responsible for running interinstitutional projects with the support of OIC. This department comprises a team responsible for designing and budgeting as well as the management and financial aspects of international projects. To follow are some of the attributions of Project Management:

(a) select and bring PUCRS professors and researchers together in view of project

demands by public and private partners from abroad;

(b) provide support to the negotiation of projects and to the preparation/execution of contracts;

(c) monitor the execution of projects;

(d) run project accountability;

(e) provide support to the preparation and submission of technical reports.

ASCOM: PUCRS' Office of Communications and Marketing (ASCOM) is responsible for running the institutional and marketing communication actions of the university, at a strategic level, by providing support to the institution's Higher Administration and providing orientation to other departments in working together and establishing connections with their different audiences. It provides support to OIC in the designing of the communications and marketing plans, by thinking up strategies and actions in the production of internationalized multimedia content in the university's communication channels, with an eye to increasing the internal engagement (belonging and action) and consolidating PUCRS' international image. Additionally, it produces content for institutional publications to the promotion of teaching, research and extension in different countries.

Board of Internationalization: is the group responsible for running, laying the policies and following up on the implementation, monitoring and assessment of the Plan of Internationalization. It comprises a multidisciplinary body that includes professors in priority areas as well as the Office of the Vice President for Research and Graduate Studies (PROPESQ), the Office of the Vice President for Undergraduate Studies and Continuing Education (PROGRAD), the Office of the Vice President for Extension and Community Affairs (PROEX), the Office of International Cooperation (OIC) and Project Management, which are in charge of thinking up strategies and actions to effectively give form to to the international dimension of teaching, research and extension. To follow are the attributions of this board:

(a) coordinate the process of implementation of the Institutional Plan of Internationalization;

(b) spot strategic partners based on issues of diversification of academic areas and the increased quality of teaching, research and innovation;

(c) follow up and assess the execution of the plan of internationalization;

(d) produce annual reports (that include quantitative and analytical data) with focus on occasional reviews or re-establishment of goals.

Besides, the Board of Internationalization will suggest occasional reviews to the Plan of Internationalization of PUCRS – based on a permanent analysis of the activities and their results – and will also recommend mechanisms of appropriation and sharing of knowledge gained overseas. Ultimately, it is important to mention that the Board of Internationalization will rely on the support of an administrative structure to design documents for the following up and assessment of internationalization. An analysis of the metrics and indicators achieved in view of the constant monitoring of internationalization actions will dictate how the follow up procedures will take place.

8. REFERENCES

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