

FEDERAL PUBLIC SERVICE
MINISTRY OF EDUCATION
UNIVERSIDADE FEDERAL DO RIO GRANDE – FURG
(FEDERAL UNIVERSITY OF RIO GRANDE)
EXECUTIVE OFFICE OF COUNCILS

DELIBERATION No. 022/2018
COUNCIL FOR TEACHING, RESEARCH, EXTENSION AND ADMINISTRATION
APRIL 6th, 2018

Provides for the FURG
Internationalization Plan.

The COUNCIL FOR TEACHING, RESEARCH, EXTENSION AND ADMINISTRATION – COEPEA, considering the decision taken at the meeting of April 6th, 2018, Minutes No. 090, in compliance with the content of the Process No. 23116.001486/2018-39,

DELIBERATES:

Art. 1 To approve the FURG Internationalization Plan, according to attachment.

Art. 2 This Deliberation shall come into force on the date of approval.

Mrs. Cleuza Maria Sobral Dias, Ph.D.
PRESIDENT OF COEPEA



Universidade Federal do Rio Grande – FURG
(Federal University of Rio Grande)

INTERNATIONALIZATION PLAN
FEDERAL UNIVERSITY OF RIO GRANDE – FURG
(IP-FURG/2018-2025)



Rio Grande, 2018.

PROVISIONAL INTERNATIONALIZATION COMMITTEE

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IP-FURG/2018-2025

TABLE OF CONTENTS

1. Introduction	5
2. FURG Internationalization and its relations with the Institutional Development Plan (PDI) 5	
3. The range of internationalization at FURG	6
4. Internationalization Policy at FURG	7
5. Internationalization Plan at FURG (IP-FURG)	8
6. Strategic Objectives	9
7. Proposed actions, associated with the Strategic Objectives.....	12
7.1. Objective I – To establish guidelines for the preparation of Strategic Internationalization Plans	12
7.2. Objective II - To strengthen the international insertion and visibility of FURG	15
7.3. Objective III - To increase the participation of FURG’s students, professors and staff in undergraduate and graduate studies, as well as in different academic and administrative activities, at foreign institutions.....	21
7.4. Objective IV - To increase the participation of international students, researchers and professors in undergraduate and graduate degree programs at FURG, as well as in different academic and administrative activities	29
7.5. Objective V - To encourage training opportunities abroad under co-supervision with double degree.....	33
7.6. Objective VI - To intensify the interaction of FURG with civil society and public spheres, aiming to increase the promotion of internationalization actions	35
7.7. Objective VII - To increase the participation of FURG in publications in international journals, books and events	37
7.8. Objective VIII – To set up a center of coordination and support to the Internationalization at FURG.....	39
8. A Plan for the Future – Assessment.....	40

1. Introduction

The Federal University of Rio Grande (FURG) is an integrated, conceived, structured and developed academic system, referenced on its *vision, mission, official policy* and complementary specific policies, based on guiding principles. The institutional strategic goal is to promote full education, emphasizing a general education that contemplates technique and the humanities, that is capable of enhancing creativity and critical thinking, fostering the sciences, arts and providing the knowledge necessary for human development and for community life. Therefore, FURG's mission is to serve with high quality, guided by ethical and democratic principles, so that the result of its educational action has an impact on the community and contributes to the improvement of the life quality of individuals and to the regional development. *Coastal and Oceanic Ecosystems* are the strategic operating areas of FURG, whereby knowledge is produced, organized and disseminated about the processes, complexities, dynamics and sustainability of these environments through teaching, research and extension/outreach.

Since the first decade of this century, many changes have increased its expansion: the adhesion to the Support Program to Federal University Restructuring and Expansion Plans ("REUNI"), implemented since 2008, which expanded the infrastructure, the number of students, faculty, staff, and undergraduate and graduate programs; the change in the FURG By-laws, approved by the Ministry of Education by means of Ordinance No. 301 of 04-16-08, which structured the Academic Units and, later, Resolution No. 014/2017 of the University Council that provides for the change in the Internal Rules of the Rectory and the definition of the minimum organizational structure in campuses situated outside the municipality of Rio Grande.

In this process, the convergence of the organization and management of the Academic Units with the Institutional Pedagogical Project ("PPI") and the Institutional Development Plan ("PDI") at FURG were fundamental. It was observed the efforts of the Academic Units to carry out the public selections to higher PhD professors and the systematization of the Training Plans, focusing on the continuous and permanent training. Such conditions enhanced the proposition and approval of new graduate programs and also the expansion of internationalization opportunities with the completion of PhDs partially abroad, including those under co-supervision, or fully abroad, as well as postdoctoral internships.

2. FURG Internationalization and its relations with the Institutional Development Plan (PDI)

FURG, in compliance with its local/regional and national/global insertion, seeks to fulfill its mission based on the strategic objectives that constitute the long-term planning, among which to develop and consolidate the internationalization policy at the University is found.

In this regard, the Institutional Development Plan - PDI 2015/2018 was constituted of objectives and strategies, distributed among guiding axes, among which Institutional Management stands out. It has as one of its objectives to expand the insertion regional, national and global level of the University. Its strategies consist of consolidating the Office of International Affairs; expanding exchanges with

universities and research institutes; expanding exchanges with public and private institutions promoting culture, science and technology; disseminating the institutional mission and its actions; and strengthening the institutional image.

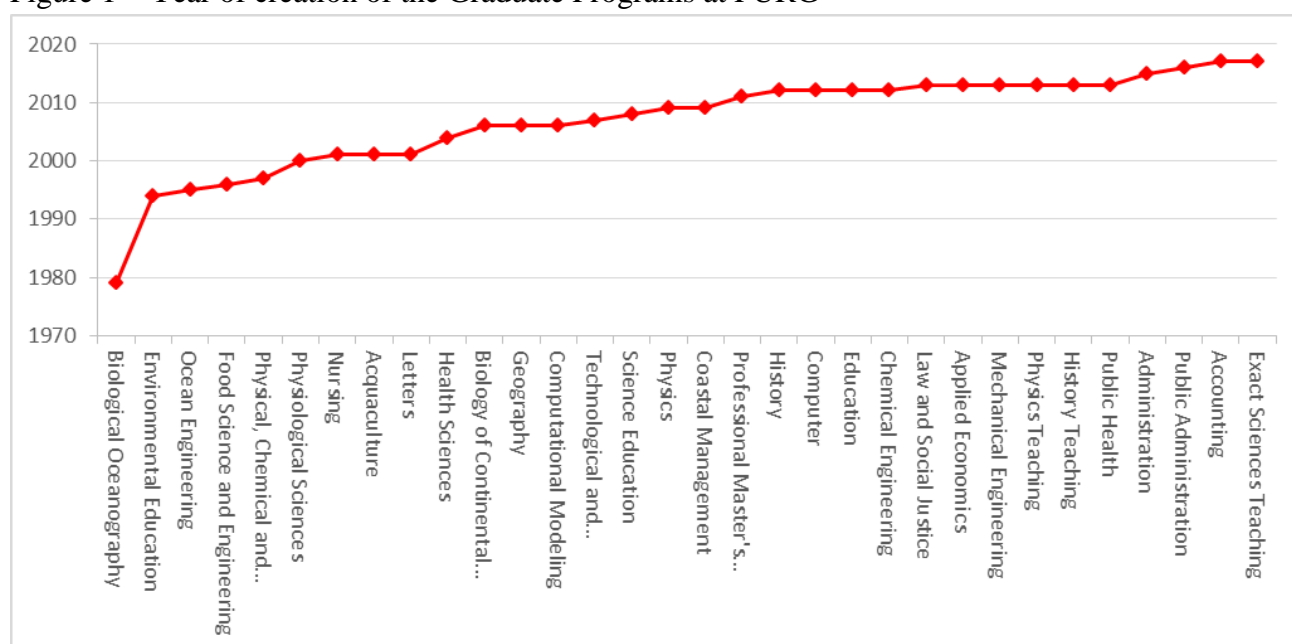
Among the Transversal Institutional Programs, the Transversal Institutional Program for Academic Mobility and Internationalization of the University stands out. It aims to stimulate and accompany academic mobility and double degrees through national and international exchanges, in addition to creating conditions for international scientific and technological exchanges in academic activities at FURG.

These programs consist of a set of ongoing and permanent initiatives aimed at guaranteeing the achievement of the objectives and strategies defined in the Institutional Development Plan 2015/2018, through the concentration of efforts and institutional resources. They are reviewed and adapted to each new period of the PDI, in accordance with the mission, vision and guidelines established in the Institutional Pedagogical Project - PPI 2011/2022 of FURG. In this context, the FURG Internationalization Plan (PI-FURG) is set as an instrument to support the PDI in its development and implementation.

3. The range of internationalization at FURG

The internationalization processes at FURG are particularly linked to research and graduate studies and, more recently, to undergraduate studies. Within graduate studies, the University has been progressively consolidating, qualifying and expanding the number of master's and doctoral programs. However, although the University was created in 1969, the first Graduate Program, Biological Oceanography, began 10 years later, and the second, Environmental Education, in 1994. That is, the organization of graduate studies at FURG is recent, considering the period of creation of most programs, as it is at the beginning of this century.

Figure 1 – Year of creation of the Graduate Programs at FURG



Source: PROESP

It should be noted that in 2013, with the creation of the new Programs, all the Academic Units include *stricto sensu* graduate degrees, expanding the areas of research and graduate education. In the 2013 CAPES Triennial Assessment, 21 programs were evaluated, involving 21 Master's and 11 Doctoral degrees.

In the CAPES Four-Year Assessment (2013-2016), the internationalization of FURG's graduate programs appears prominently, especially those with grades 5, 6 and 7, in the active participation in Brazilian and foreign cooperation programs and projects, in the attraction of international students, in the accomplishment of postdoctoral studies abroad and PhD sandwich scholarships, and in the incentive to doctoral studies under co-supervising and double degree. In 2016, the participation of FURG's graduate programs in the following internationalization programs linked to CAPES is registered: Humboldt, PGC, AULP, Postdoctoral Fellowship, CAPES/UEDELAR, COFECUB, PVE, DAAD, CAPES/DGPU, CAPES/FCT, and SCIENCES OF THE SEA. Through the systematic assessment made by CAPES, it is observed that the international insertion, from the point of view of the production of knowledge, converges with the result of the assessment of the graduate programs, being highlighted the excellence in the area of *Marine Sciences*.

In addition to the research and graduate activities, FURG has internationalization initiatives related to undergraduate studies and to the insertion in international institutional cooperation bodies and organizations, mostly formalized by general or specific Memoranda of Understanding. With regard to undergraduate support, FURG participates in several institutionalized academic mobility programs, with emphasis on the BRAMEX (Brazil-Mexico), BRACOL (Brazil-Colombia) programs within the Coimbra Group of Brazilian Universities (CGBU), PEC-G (Exchange Program for Undergraduate Students) of the Ministry of Foreign Affairs, PLI (International Licentiate Program) of CAPES and Santander Program.

In relation to the participation of FURG in international organizations of institutional cooperation, it is worth mentioning the participation in the Coimbra Group of Brazilian Universities (CGBU), Association of Universities of the Montevideo Group (AUGM), Tordesillas Group and Association of Portuguese Language Universities (AULP).

4. Internationalization Policy at FURG

Considering, among other aspects, that internationalization in Higher Education Institutions should be guided by the principles governing the Brazilian international relations and that internationalization is necessary to achieve the purposes of Higher Education, FURG instituted its *Internationalization Policy*, in March 2018. It is established in the institution along with other important instruments of management and stimulation to internationalization: preparation of the Mobility Policy and the Language Policy. The Internationalization Policy at FURG has as its basic principles Cooperation, Reciprocity, Transparency, Curricular Flexibility, Excellence and Academic Mobility. The objectives of the Internationalization Policy at FURG are defined as follows:

- (1) to establish guidelines for the preparation of Strategic Internationalization Plans;
- (2) to strengthen the international insertion and visibility of FURG;
- (3) to increase the participation of FURG's students, faculty and staff in undergraduate and graduate studies, as well as in different academic and administrative activities, at foreign institutions;
- (4) to increase the participation of international students, researchers and professors in undergraduate and graduate degree programs at FURG, as well as in different academic and administrative activities;
- (5) to encourage training opportunities abroad under co-supervision with double degree;
- (6) to intensify the interaction of FURG with civil society and public spheres, aiming to increase the promotion of internationalization actions;
- (7) to increase the participation of FURG in publications in international journals, books and events.

Additionally, the Internationalization Policy at FURG establishes the guidelines for setting a center of coordination and support to the Internationalization at FURG, which is the International Affairs Office (Reinter).

5. Internationalization Plan at FURG (IP-FURG)

In order to achieve the objectives of the Internationalization Policy, a set of political, technical and administrative actions are required in various areas of the FURG university system, and in organizations outside FURG, but which form the set of relations established by the University. Therefore, these are varied actions to be proposed and executed in multiple spaces, internal and external to FURG, and they need to be integrated, coordinated and harmonized, in an interactive and positive way. In this sense, the need for integrated actions is assumed through the elaboration of a strategic internationalization plan, conceived as the Internationalization Plan of the Federal University of Rio Grande (IP-FURG). It meets, directly, the first objective of the Internationalization Policy at FURG.

PI-FURG is thought by considering the “universal spirit” inherent in the academic field in which it will be established and implemented, which means that it is an element of support for the institutional actions of internationalization of teaching, research and extension/outreach in all areas of knowledge. It is, therefore, an instrument of horizontal scope, which eventually highlights the university segments more directly related to internationalization, due to temporal or circumstantial issues. Examples of such highlights are research projects developed in international cooperation networks, undergraduate and graduate mobility programs, and graduate programs under co-supervision with double degree.

The PI-FURG is structured in the form of *actions*, eventually nested in *strategic objectives* to combine them according to their dominant typology. The typological character of the programs is conceived in a very flexible way and intends to attend to a set of actions necessary to a condition or motivation that can be permanent or temporary, always guided by the Internationalization Policy at

FURG. It can gather, for example, among others, short-term actions (a temporal classification) or graduate activities (a classification by academic sector).

The actions and subsequent programs are organized and presented in IP-FURG are shaped to describe the following aspects:

- (1) Action rationale
- (2) Related objective(s) of the Internationalization Policy at FURG;
- (3) Time frame (short, medium and long term)
- (4) Driving of actions/programs (leading, coordination and follow-up)
- (5) Action indicators;
- (6) Sources and means of financing;
- (7) Action goals;
- (8) Expected results.

6. Strategic Objectives

The action plan is resulting from the proposition of the Internationalization Policy, understood as the strategic process of international interaction in the fields of training, research, production and popularization of knowledge, culture and innovation. This plan is taken as a management tool to help direct priority actions, guide strategies and monitor them, as well as systematize indicators that enable us to regulate the effects of the Internationalization Policy, thus renewing the internal and external commitments of the University.

To achieve the objectives set out in the Internationalization Policy, FURG will act in 8 strategic objectives, coinciding with the general objectives defined in the Internationalization Policy. They are:

1- To establish guidelines for the preparation of Strategic Internationalization Plans

Although PI-FURG is primarily composed of discrete actions, it is always interesting, whenever possible, that actions directly related or with the same typology are combined in the form of plans. Such a configuration facilitates the coordination of actions or their evaluation by the university sector responsible for the proposed plans. PI-FURG's own administrative referral related to its approval and implementation is considered in this objective. Other plans considered here include themes to encourage academic mobility and institutional capacity building plans for internationalization.

2- To strengthen the international insertion and visibility of FURG

Currently, FURG has 62 international agreements with institutions in Europe, the Americas, Oceania and Africa. The objective would be to (1) expand agreements, primarily in countries and continents with which FURG has not yet had agreements and which are an international reference in the

occupation areas of similar graduate programs; and (2) to consolidate and strengthen existing agreements by developing cooperation projects, doctorates in co-supervision with double degree, and attracting foreign visiting professors and conducting postdoctoral studies.

This objective includes FURG's participation in national associations of international importance and international associations, such as the Coimbra Group of Brazilian Universities (GCUB), the Association of Portuguese Language Universities (AULP), the Tordesilhas Group, the Montevideo Group Association of Universities (AUGM), among others.

3- To increase the participation of FURG's students, faculty and staff in undergraduate and graduate studies, as well as in different academic and administrative activities, at foreign institutions

The increase in institutional academic quality is undeniable for universities capable of providing international exchange experiences for their students, faculty and staff. The expansion of the participation of FURG's students, faculty and staff in academic and administrative activities at foreign institutions involves a series of detailed actions in PI-FURG. These include the expansion and consolidation of undergraduate and graduate mobility programs, the training of students, faculty and staff for mobility, and the exploration and expansion of international agreements to support participation.

4- To increase the participation of international students, researchers and professors in undergraduate and graduate degree programs at FURG, as well as in different academic and administrative activities

This strategic objective involves multiple actions related to mobility; however, prominently it should establish the necessary conditions at FURG for the processes of attraction, possible stay, and effectiveness of the participation of international students, researchers and professors in the undergraduate and graduate degree programs at FURG, as well as in different academic and administrative activities.

Actions may include the consolidation and expansion of international mobility programs in which FURG participates, expansion of international agreements that facilitate the exchange process, disclosure abroad about FURG's activities and facilities, undergraduate and graduate degree programs in foreign languages, among others.

5- To encourage training opportunities abroad under co-supervision with double degree

Actions in this strategic objective are set in an advanced scope of international academic cooperation. The double degree under co-supervision ultimately shows itself as the mutual recognition of the desired quality or excellence in graduate programs. In addition, graduate programs under co-supervision tend to provide the conditions for international scientific cooperation between advisors or supervisors, raising the possibility of expanding integration in research projects. It should

be noted, for a proposed scheme of co-supervision, the importance of offering graduate programs in foreign language at FURG.

6- To intensify the interaction of FURG with civil society and public spheres, aiming to increase the promotion of internationalization actions

At a time when the main issues of humanity have a global character, it is important to consider internationalization taking into account the social insertion of this action. In this sense, IP-FURG brings actions related to FURG's interactions with society and public spheres. These actions are directed, not exclusively, to the participation of FURG in commissions or governmental committees involved with international issues and in the establishment or improvement of events bringing together university and society towards the theme. Thus, aspects of cultural integration inherent in international social actions are dealt with in a prominent way.

7- To increase the participation of FURG in publications in international journals, books and events

The expansion of FURG's participation in publications in international journals, books, events and research consortia can be taken as an integrated indicator of the internationalization capacity of the university, with emphasis on its research groups and graduate programs. In the case of graduate studies, the international insertion of scientific production and, ultimately, of the graduate programs themselves is a crucial factor for the systematic rating carried by CAPES. In particular, programs rated six and seven only achieve this condition of excellence from the establishment of an advanced level of international production and insertion. In addition, IP-FURG includes training activities aimed at international scientific production, which include the provision of foreign language courses and translation and proofreading services for scientific production in a foreign language.

8- To establish the guidelines for setting a center of coordination and support to the Internationalization at FURG

This strategic objective is focused, at least in this initial version of IP-FURG, on the establishment of an International Affairs Office (Reinter) at FURG. Such a body would promote the current International Affairs Advisory Office [*assessoria*] into an International Affairs Office [*secretaria*]. In the plan, Reinter has a prominent condition regarding the execution, coordination or supervision of several actions proposed in all the strategic objectives. In this sense, it is important to have adequate structure and procedural evolution to support the multiple actions of internationalization in IP-FURG.

7. Proposed actions, associated with the Strategic Objectives

7.1. Objective I – To establish guidelines for the preparation of Strategic Internationalization Plans

Proposed Actions

1- *Establishment of the Provisional Internationalization Committee*

Rationale: The establishment of a Provisional Internationalization Committee aims to create a functional body to make a propositional version of an Internationalization Plan at FURG.

Related Program: Not applicable

Expected results: Preparation and approval of the Internationalization Plan at FURG, based on the Internationalization Policy of the University.

Goals: Policy and Plan approved on March 31, 2018

Action Indicators: Number and frequency of meetings

Responsible for the Accomplishment: Rectory

Responsible for Coordination: International Affairs Office (Reinter)

Responsible for Supervision: Rector's Office

Financing: FURG

2- *Integration of the Internationalization Plan (IP) and the Institutional Development Plan (IDP)*

Rationale: The Internationalization Plan (IP) aims to contribute to the instrumentalization of FURG's planning (IPD) and is integrated to its actions and institutional goals.

Related Program: IDP-FURG

Expected results: IP-FURG integrated to IDP-FURG

Goals: IP-FURG present in the new version of IDP in 2022.

Action Indicators: IP-FURG considered in IDP-FURG

Responsible for the Accomplishment: Commission for this action

Responsible for Coordination: Pro-Rector of Planning, Administration and Development (PROPLAD)

Responsible for Supervision: PROPLAD

Financing: FURG

3- Preparing a Plan for the attraction and stay of international professors and researchers

Rationale: The attraction and stay of international professors at FURG, either temporary or permanently, is an action that aims to contribute to the internationalization of the University and possible qualification of undergraduate and graduate programs, as well as to the educational processes and knowledge production in research groups. In addition, it is aimed to improve existing actions such as the hiring of Foreign Visiting Professor or Brazilian Professors with educational experience abroad.

Related Program: Not applicable

Expected results: Plan included in the Internationalization Plan (IP)

Goals: Plan proposed in October 2018

Action Indicators: Plan included in the IP

Responsible for the Accomplishment: Pro-Rector of Research and Graduate Studies (PROPESP), Pro-Rector of Personnel Management and Development (PROGEP)

Responsible for Coordination: Pro-Rector of Research and Graduate Studies (PROPESP)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG

4- Proposing an International Students Attraction Plan (undergraduate and graduate)

Rationale: The attraction of international students through mobility programs or spontaneous actions operates within internationalization at FURG and increases the exchange of academic and cultural experiences. It is the main issue of the Internationalization Policy.

Related Program: Open Call by REINTER, other mobility programs

Expected results: Attraction Plan included in the Internationalization Plan (IP)

Goals: Plan proposed in October 2018

Action Indicators: Plan included in the IP

Responsible for the Accomplishment: Pro-Rectory of Research and Graduate Studies (PROPESP),
Pro-Rectory of Undergraduate Studies (PROGRAD)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG

7.2. Objective II - To strengthen the international insertion and visibility of FURG

Proposed Actions

1- Fostering the participation of FURG in international events

Rationale: The participation of FURG in international events enables a greater international visibility to the University and brings opportunities to the updating of knowledge and the incorporation of new management ways or models.

Related Program: Not applicable.

Expected results: Participation of FURG in international events as elements of visibility, cooperation and gain of experience.

Goals: Increasing number of participation until 2021

Action Indicators: Number of participation

Responsible for the Accomplishment: International Affairs Office (REINTER), Pro-Rectorcy of Research and Graduate Studies (PROPESP), Pro-Rectorcy of Planning, Administration and Development (PROPLAD)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: Rector's Office

Financing: FURG, Funding Agencies, Internationalization Networks

2- Generate bi/tri-language publicity material about FURG for the international networks in which it takes part

Rationale: The bi/tri-language publicity material about FURG for the international networks in which it takes part helps spread the institutional mission and the University actions, as well as has an important role in its regional, national and global insertion.

Related Program: Not applicable.

Expected results: Elements of publicity in bi- or tri-language multimedia, updated and available for disclosure; production of institutional videos in foreign language.

Goals: At least one folder and one video in 2018, and permanent expansion of publicity materials until 2015. All websites of graduate programs and research groups translated into foreign language in 2018.

Action Indicators: Number of publicity elements produced and approved.

Responsible for the Accomplishment: Social Communication Office (SECOM), Pro-Rector of Research and Graduate Studies (PROPESP), Information Technology Center (NTI)

Responsible for Coordination: SECOM

Responsible for Supervision: International Affairs Office (REINTER) and Rector's Office

Financing: FURG

3- Keep the participation of FURG in the Council of International Affairs Managers of the Federal Higher Education Institutions (CGRIFES)

Rationale: The participation of FURG in the Council of International Affairs Managers of the Federal Higher Education Institutions (CGRIFES) helps strengthen the University institutional image within internationalization. CGRIFES is set out as part of the National Association of Directors of Federal Higher Education Institutions (ANDIFES), the official representative of federal universities in the dialogue with the federal government, associations of professors, staff, students and the society in general.

Related Program: Not applicable.

Expected results: Having in CGRIFES a way of visibility and cooperation in international affairs.

Goals: One hundred percent of attendance in the CGRIFES meetings

Action Indicators: Attendance in the CGRIFES meetings

Responsible for the Accomplishment: International Affairs Office (REINTER)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: Rector's Office

Financing: FURG

4- Increase the participation of FURG in the Association of Portuguese Language Universities (AULP)

Rationale: Increasing the participation of FURG in the Association of Portuguese Language Universities (AULP), and strengthening the lusophone interactions and solidarity in the educational and knowledge-production processes.

Related Program: Not applicable

Expected results: FURG having activities in AULP

Goals: Solid activities from the second semester of 2018

Action Indicators: FURG having activities in AULP

Responsible for the Accomplishment: International Affairs Office (REINTER), Pro-Rector of Research and Graduate Studies (PROPESP)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: Rector's Office

Financing: FURG

5- Inclusion of FURG in the Iberoamerican Association of Postgraduate Universities (AUIP)

Rationale: The inclusion of FURG in the Iberoamerican Association of Postgraduate Universities (AUIP) will help strengthen the University institutional image and its regional, national and global insertion to expand partnerships with foreign institutions, especially in graduate studies.

Related Program: Not applicable.

Expected results: FURG as a member of AUIP

Goals: Join the association in 2018

Action Indicators: FURG as a member of AUIP

Responsible for the Accomplishment: International Affairs Office (REINTER)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: Rector's Office

Financing: FURG

6- Increase the participation of FURG in the Association of Universities of the Montevideo Group (AUGM)

Rationale: Increasing the participation of FURG in the Association of Universities of the Montevideo Group (AUGM) will help strengthen the University institutional image and its regional, national and global insertion to expand partnerships with foreign institutions.

Related Program: Not applicable.

Expected results: FURG having participation in the AUGM's programs and administrative/technical committees

Goals: To join at least one committee in 2018 and access scholarship programs from 2019 on.

Action Indicators: Number of programs of AUGM with the participation of FURG, number of scholarships obtained through AUGM.

Responsible for the Accomplishment: International Affairs Office (REINTER)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: Rector's Office

Financing: FURG, AUGM

7- Increase the participation of FURG in the Tordesillas Group Association of Universities

Rationale: Increasing the participation of FURG in the Tordesillas Group Association of Universities will help strengthen the University institutional image and its regional, national and global insertion to expand partnerships with foreign institutions.

Related Program: Not applicable.

Expected results: FURG having participation in the Tordesillas Group's programs and administrative/technical committees

Goals: To join at least one committee in 2018

Action Indicators: Number of Tordesillas Group's programs with the participation of FURG

Responsible for the Accomplishment: International Affairs Office (REINTER)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: Rector's Office

Financing: FURG, Tordesillas Group

8- Increase the participation of FURG in the Brazilian Association for International Education (FAUBAI)

Rationale: Increasing the participation of FURG in the Brazilian Association for International Education (FAUBAI) will help strengthen the University institutional image and its regional, national and global insertion to expand partnerships with foreign institutions.

Related Program: Not applicable.

Expected results: Active participation in FAUBAI

Goals: To present a communication in every FAUBAI Annual Conference until 2025

Action Indicators: Number of Communications in the FAUBAI Annual Conferences

Responsible for the Accomplishment: International Affairs Office (REINTER)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: Rector's Office

Financing: FURG

9- Increase the participation of FURG in the Coimbra Group of Brazilian Universities (GCUB)

Rationale: The participation of FURG in the Coimbra Group of Brazilian Universities (GCUB) will help strengthen the University institutional image and its regional, national and global insertion to expand partnerships with foreign institutions.

Related Program: Not applicable.

Expected results: FURG having participation in the GCUB's programs and administrative/technical committees

Goals: To join at least on committee in 2018 and increase participation in scholarship programs from 2019 on

Action Indicators: Number of GCUB programs with the participation of FURG, number of scholarships obtained through GCUB.

Responsible for the Accomplishment: International Affairs Office (REINTER)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: Rector's Office

Financing: FURG, GCUB

7.3. Objective III - To increase the participation of FURG's students, professors and staff in undergraduate and graduate studies, as well as in different academic and administrative activities, at foreign institutions

Proposed Actions

1- Increase mobility under the BRACOL Program

Rationale: Partnership between the Association of Colombian Universities (ASCUN) and the Coimbra Group of Brazilian Universities (GCUB). The purpose of this agreement is to promote academic mobility for undergraduate students of the two countries in order to acknowledge the studies developed in both institutions, and thus to provide a richer, universalist view of reality.

Related Program: BRACOL Program

Expected results: Increasing number of BRACOL FURG students hosted abroad until 2021.

Goals: in 2019, 10 students, and in 2021, 12 students.

Action Indicators: Number of students participating yearly.

Responsible for the Accomplishment: International Affairs Office (REINTER) and Pro-Rector of Undergraduate Studies (PROGRAD)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: COIMBRA Group Secretary

Financing: Host University

2- Increase mobility under the BRAMEX Program

Rationale: Memorandum of Understanding for academic and cultural cooperation promoted among the member institutions of the National Association of Universities and Institutions of Higher Education of the Mexican Republic (ANUIES) and the Coimbra Group of Brazilian Universities (GCUB). It aims to provide undergraduate students with exchange opportunities to go through new communicative, cultural and academic experiences, improving their curriculum and strengthening institutional ties.

Related Program: BRAMEX Program

Expected results: Increasing number of students hosted abroad under the BRAMEX FURG.

Goals: in 2019, 10 students, and in 2021, 12 students

Action Indicators: Number of students participating yearly.

Responsible for the Accomplishment: International Affairs Office (REINTER) and Pro-Rector of Undergraduate Studies (PROGRAD)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: COIMBRA Group Secretary

Financing: Host University

3- Increase mobility under the International Licentiate Program (PLI)

Rationale: Increasing mobility under the International Licentiate Program (PLI) by CAPES will contribute to the pursuit of the excellence of undergraduate programs at FURG, as well as to its international insertion, not only widening exchanges but also strengthening institutional image.

Related Program: PLI Program (CAPES)

Expected results: Increasing number of students hosted abroad under PLI FURG

Goals: in 2019, 6 students, and in 2021, 9 students

Action Indicators: Number of students participating yearly.

Responsible for the Accomplishment: International Affairs Office (REINTER) and Pro-Rector of Undergraduate Studies (PROGRAD)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: CAPES

Financing: CAPES

4- Increase mobility under the SANTANDER Program

Rationale: the Iberoamerican Scholarship Program is an initiative created to promote the annual academic exchange of undergraduate students between universities in 10 countries of the Iberoamerican region: Brazil, Argentina, Spain, Chile, Colombia, Mexico, Peru, Portugal, Puerto Rico and Uruguay.

Related Program: Santander Scholarship Program

Expected results: Increasing number of students hosted abroad under the SANTANDER Program

Goals: Five students in 2018, seven students in 2019, and nine students in 2021

Action Indicators: Number of students participating yearly.

Responsible for the Accomplishment: International Affairs Office (REINTER) and Pro-Rectorcy of Undergraduate Studies (PROGRAD)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: Santander Bank

Financing: Santander Bank

5- Inclusion of FURG in the ESCALA Program

Rationale: Participation in the ESCALA Program of the Association of Universities of the Montevideo Group (AUGM) will contribute to the pursuit of the excellence of undergraduate and graduate programs at FURG, as well as to increase its scientific-academic visibility and international insertion, thus expanding exchanges and strengthening its institutional image.

Related Program: Managers and Administrators ESCALA, Faculty ESCALA, Graduate Studies ESCALA, and Undergraduate Studies ESCALA.

Expected results: Increasing number of students hosted abroad.

Goals: Five students in 2018, seven students in 2019, and eight students in 2021.

Action Indicators: Number of participants yearly.

Responsible for the Accomplishment: Pro-Rectorcy of Undergraduate Studies (PROGRAD), Pro-Rectorcy of Research and Graduate Studies (PROPESP), Pro-Rectorcy of Personnel Management and Development (PROGEP).

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: AUGM

Financing: FURG and host universities

6- Offering exchange for the universities agreed with FURG through the OPEN CALL

Rationale: The OPEN CALL for internationalization intends to offer, in a single Call, each semester, the set of agreed universities with the possibility of hosting academic mobility students. With a fixed calendar, the Call will integrate actions and work towards the effectiveness of the application processes to international mobility.

Related Program: OPEN CALL for Internationalization at FURG

Expected results: Increasing number of students hosted abroad under the OPEN CALL

Goals: 2 participants in 2018, 4 participants in 2019, and 6 participants in 2021

Action Indicators: Number of participants yearly.

Responsible for the Accomplishment: International Affairs Office (REINTER)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG/ partner universities

7- Mobility Permanent Calendar (PUBLIC NOTICES and CALLS FOR APPLICATION)

Rationale: The establishment of a permanent calendar for the disclosure of Calls and related actions allows a stable and predictable procedure for prospecting, applying and implementing international mobility. This should facilitate the actions of planning and management of internationalization by REINTER.

Related Program: All institutional mobility programs (E.g.: BRAMEX and BRACOL Programs).

Expected results: Increased agility and sustainability of mobility programs

Goals: Establish permanent calendar in 2018.

Action Indicators: Calendar established and adopted by REINTER, number of students in exchange programs.

Responsible for the Accomplishment: International Affairs Office (REINTER).

Responsible for Coordination: International Affairs Office (REINTER).

Responsible for Supervision: International Affairs Office (REINTER).

Financing: FURG

8- Settlement of an International Internship Program

Rationale: Internships (compulsory or not) abroad have the potential to qualify undergraduate and graduate students with technical-scientific information and experience in different academic contexts. In addition, internships can initiate international cooperation among research groups.

Related Program: Not applicable

Expected results: Internship students with additional qualification at the graduate or undergraduate level.

Goals: Program set in 2018

Action Indicators: Program established, number of internships

Responsible for the Accomplishment: International Affairs Office (REINTER), Pro-Rectorcy of Undergraduate Studies (PROGRAD), Pro-Rectorcy of Research and Graduate Studies (PROPESP), and Pro-Rectorcy of Students Affairs (PRAE)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG

9- Preparation workshops for outgoing exchange students

Rationale: Holding workshops for the preparation of outgoing exchange students contributes to the adequate training of participants in mobility programs, and to the better effectiveness of the programs. It is an action that adds to the process of internationalization in the institution, attending to the growing concept of Internationalization at Home.

Related Program: All mobility programs.

Expected results: Exchange students prepared for mobility

Goals: Semi-annual Workshops from 2018 on

Action Indicators: Number of Workshops, number of participants.

Responsible for the Accomplishment: International Affairs Office (REINTER), Pro-Rector of Undergraduate Studies (PROGRAD), and Pro-Rector of Research and Graduate Studies (PROPESP)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG

10- Fostering the offer of foreign languages to students, faculty, and staff

Rationale: This action is aimed at offering foreign language courses to students, faculty, and staff, thus contributing to the pursuit of the excellence of internationalization, also observing the guidelines of the Language Policy at FURG.

Related Program: Language without Borders Program (IsF)

Expected results: Students, faculty, and staff with foreign language proficiency

Goals: One offer per semester from 2018 on

Action Indicators: Number of courses offered and number of students per offer

Responsible for the Accomplishment: Institute of Letters and Arts (ILA)

Responsible for Coordination: Institute of Letters and Arts (ILA)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG, IsF Program

11- Setting FURG within the Program BE_A_Doc

Rationale: The setting of FURG in the Be_A_Doc Program will contribute to the pursuit of the excellence of FURG in graduate programs, as well as to increase its scientific-academic visibility and international insertion, thus expanding exchanges and strengthening institutional image.

Related Program: Program BE_A_Doc

Expected results: FURG sending and hosting graduate students and researchers through the Program.

Goals: At least one participant sent and one hosted from 2018 on.

Action Indicators: Number of participants in the Program. Number of foreign universities choosing FURG

Responsible for the Accomplishment: Pro-Rector of Research and Graduate Studies (PROPESP)

Responsible for Coordination: Pro-Rector of Research and Graduate Studies (PROPESP)

Responsible for Supervision: International Affairs Office (REINTER) and COIMBRA Group Secretary

Financing: FURG and Host University

12- Stimulation of curricular flexibility

Rationale: Curricular flexibility is a necessity to enable the academic use of mobility, in the sense that allows the acknowledgement of credits referring to courses taken abroad.

Related Program: All mobility programs.

Expected results: Easier acknowledgement of credits for courses taken, programs with established flexibility policy

Goals: Totality of credit acknowledgement for courses taken from 2019 on.

Action Indicators: Amount of credits acknowledged.

Responsible for the Accomplishment: Program Coordinations, Pro-Rector of Undergraduate Studies (PROGRAD) and Pro-Rector of Research and Graduate Studies (PROPESP), International Affairs Office (REINTER)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG

13- Holding integration workshops for international students

Rationale: Holding this action contributes to the disclosure at FURG of the knowledge and experience obtained from mobility, in addition to process assessment for improvement.

Related Program: All mobility programs.

Expected results: Continuous improvement of mobility process.

Goals: Semi-annual Workshops from 2018 on.

Action Indicators: Number of workshops, number of participants.

Responsible for the Accomplishment: International Affairs Office (REINTER), Pro-Rector of Undergraduate Studies (PROGRAD) and Pro-Rector of Research and Graduate Studies (PROPESP)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG

14- Increase mobility under the ERASMUS+ Program

Rationale: ERASMUS Program is an initiative created to promote academic exchange with European universities through the establishment of cooperative research and mobility networks, for students and researchers.

Related Program: ERASMUS+ Program

Expected results: Increasing number of projects approved under ERASMUS+

Goals: 2 projects approved in 2018, 3 projects approved in 2019, and 4 projects approved in 2021.

Action Indicators: Number of projects approved

Responsible for the Accomplishment: International Affairs Office (REINTER), Pro-Rector of Undergraduate Studies (PROGRAD), Pro-Rector of Research and Graduate Studies (PROPESP)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: International Affairs Office (REINTER) Pro-Rector of Research and Graduate Studies (PROPESP)

Financing: ERASMUS+ Project

7.4. Objective IV - To increase the participation of international students, researchers and professors in undergraduate and graduate degree programs at FURG, as well as in different academic and administrative activities

1- Increasing mobility under the BRACOL Program

Rationale: Partnership between the Colombian Association of Universities (ASCUN) and the Coimbra Group of Brazilian Universities (GCUB). The purpose of this agreement is to promote academic mobility for undergraduate students of the two countries in order to acknowledge the studies developed in both institutions, and thus to provide a richer, universalist view of reality.

Related Program: BRACOL Program.

Expected results: Increasing number of students hosted at FURG under BRACOL Program.

Goals: host 10 students in 2019 and 12 students in 2021.

Action Indicators: Number of students participating yearly.

Responsible for the Accomplishment: International Affairs Office (REINTER) and Pro-Rector of Undergraduate Studies (PROGRAD).

Responsible for Coordination: International Affairs Office (REINTER) and Pro-Rector of Undergraduate Studies (PROGRAD).

Responsible for Supervision: COIMBRA Group Secretary

Financing: Host University

2- Increasing mobility under the BRAMEX Program

Rationale: Memorandum of Understanding for Academic and Cultural cooperation promoted among the member institutions of the National Association of Universities and Institutions of Higher Education of the Mexican Republic (ANUIES) and the Coimbra Group of Brazilian Universities (GCUB). It is aimed at providing undergraduate students with exchange opportunities to go through new communicative, cultural and academic experiences, improving their curriculum and strengthening institutional ties.

Related Program: BRAMEX Program.

Expected results: Increasing number of students hosted at FURG under BRAMEX Program

Goals: host 4 students in 2018, 10 students in 2019 and 12 students in 2021.

Action Indicators: Number of students participating yearly.

Responsible for the Accomplishment: International Affairs Office (REINTER) and Pro-Rector of Undergraduate Studies (PROGRAD).

Responsible for Coordination: International Affairs Office (REINTER) and Pro-Rector of Undergraduate Studies (PROGRAD).

Responsible for Supervision: COIMBRA Group Secretary

Financing: Host University

3- Increasing mobility under the SANTANDER Program

Rationale: the Iberoamerican Scholarship Program is an initiative created to promote the annual academic exchange of undergraduate students between universities in 10 countries of the Iberoamerican region: Brazil, Argentina, Spain, Chile, Colombia, Mexico, Peru, Portugal, Puerto Rico and Uruguay.

Related Program: Santander Scholarship Program.

Expected results: Increasing number of students hosted at FURG under SANTANDER Program

Goals: host 5 students in 2018, 6 students in 2019, and 7 students in 2020.

Action Indicators: Number of students participating yearly.

Responsible for the Accomplishment: International Affairs Office (REINTER) and Pro-Rector of Undergraduate Studies (PROGRAD).

Responsible for Coordination: International Affairs Office (REINTER) and Pro-Rector of Undergraduate Studies (PROGRAD).

Responsible for Supervision: REINTER and Santander Bank.

Financing: Santander Bank.

4- Increasing participation of international students in the PEC-G/PEC-PG Program

Rationale: Set of activities and procedure for international educational cooperation, preferably with developing countries, based on existing bilateral agreements. It is aimed at the training and qualification of foreign students by offering free positions in undergraduate and graduate programs at Brazilian higher education institutions.

Related Program: PEC-G/PEC-PG Program.

Expected results: Increasing number of students hosted at FURG under PEC-G/PEC-PG

Goals: host 5 students in 2018, 6 students in 2019, and 7 students in 2020.

Action Indicators: Number of students participating yearly.

Responsible for the Accomplishment: International Affairs Office (REINTER), Pro-Rector of Undergraduate Studies (PROGRAD), Pro-Rector of Research and Graduate Studies (PROPESP)

Responsible for Coordination: International Affairs Office (REINTER).

Responsible for Supervision: REINTER, Ministry of Education, and Ministry of Foreign Affairs.

Financing: Ministry of Education.

5- Stimulation of curricular flexibility

Rationale: Curricular flexibility is a necessity to enable the academic use of mobility, in the sense that allows the acknowledgement of credits referring to courses taken abroad.

Related Program: All mobility programs.

Expected results: More facility in the enrollment of international students.

Goals: No impediment to enrollment for international students until 2021.

Action Indicators: Amount of credits taken

Responsible for the Accomplishment: Program Coordinations, Pro-Rector of Undergraduate Studies (PROGRAD), Pro-Rector of Research and Graduate Studies (PROPESP), International Affairs Office (REINTER)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG

6- Holding Integration Workshops for international students

Rationale: Holding Integration Workshops with international students contributes to the adaption process of participants, in addition to academic processes in which they will be involved to during their stay at FURG.

Related Program: All mobility programs.

Expected results: Continuous improvement of mobility process

Goals: Semi-annual workshops from 2018 on

Action Indicators: Number of Workshops held, number of participants.

Responsible for the Accomplishment: International Affairs Office (REINTER), Pro-Rector of Undergraduate Studies (PROGRAD), and Pro-Rector of Research and Graduate Studies (PROPESP)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG

7- Increasing mobility under the ERASMUS+ Program

Rationale: ERASMUS Program is an initiative created to promote academic exchange with European universities through the establishment of cooperative research and mobility networks, for students and researchers. Thus, this program expands the capacity of FURG to host international students and researchers.

Related Program: ERASMUS+ Program

Expected results: Increasing number of projects approved under ERASMUS+

Goals: 2 projects approved in 2018, 3 projects approved in 2019, and 4 projects approved in 2021

Action Indicators: Number of projects approved

Responsible for the Accomplishment: International Affairs Office (REINTER), Pro-Rector of Undergraduate Studies (PROGRAD), Pro-Rector of Research and Graduate Studies (PROPESP)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: International Affairs Office (REINTER) Pro-Rector of Research and Graduate Studies (PROPESP)

Financing: ERASMUS+ Project

7.5. Objective V - To encourage training opportunities abroad under co-supervision with double degree

Proposed Actions

1- Prospecting international universities potentially interested in establishing double degree under co-supervision for graduate studies

Rationale: The system of co-supervision with double degree represents the achievement of an advanced stage of international academic cooperation in Graduate Programs. Co-supervision tends to bring together advisors, in a significant way, and with this to increase the possibilities of continuous cooperation in research and human resources training among the participating universities.

Related Program: Not applicable

Expected results: Programs in progress and supported by international agreements

Goals: Sign one new agreement for co-supervision with double degree per year, in the period 2018-2025.

Action Indicators: Number of international agreements with co-supervision

Responsible for the Accomplishment: Pro-Rector of Research and Graduate Studies (PROPESP), International Affairs Office (REINTER)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG, Agreed Universities

2- Providing graduate courses in foreign languages

Rationale: Providing courses in a foreign language is a global trend in a university system that seeks to improve internationalization. The possibility of attending, at least in part, courses in their native language, considerably facilitates the participation of foreign students and the feasibility of double degree programs.

Related Program: Not applicable

Expected results: Courses in foreign language included in the curriculum framework of Graduate Programs

Goals: 30% of Graduate Programs providing courses in 2021, 50% of Graduate Programs providing courses in 2025

Action Indicators: Number of courses taught in foreign languages

Responsible for the Accomplishment: Graduate Programs (PPGs)

Responsible for Coordination: Pro-Rectory of Research and Graduate Studies (PROPESP)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG

7.6. Objective VI - To intensify the interaction of FURG with civil society and public spheres, aiming to increase the promotion of internationalization actions

Proposed Actions

1- Support to the participation of FURG in governmental commissions and committees involved with international issues

Rationale: The participation of the University in spaces of governmental discussions on international affairs allows the social return of FURG in the form of knowledge contribution to governmental actions. Participation spaces can also be used as connectors between science and public policies on international issues.

Related Program: Not applicable.

Expected results: FURG as part of governmental commissions and committees, giving academic support to international themes.

Goals: Participation in governmental commissions and committees at the three levels (municipal, state, and national) until 2021. Keep such attendance until 2025.

Action Indicators: Number of governmental commissions and committees with the participation of FURG

Responsible for the Accomplishment: Academic Units

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: Rector's Office

Financing: FURG, governmental agencies

2- Holding internationalization events open to society ("Countries Days")

Rationale: Holding internationalization events open to the community allows the society to know the characteristic elements of the home countries of international students, in addition to giving them an opportunity to interact with the participating community. These elements contribute to greater cultural integration between international students and society.

Related Program: Not applicable

Expected results: Integration of students with society through the "Countries Day".

Goals: An annual event from 2018 on; semi-annual from 2020.

Action Indicators: Holding annually the “Countries Day”, number of international students participating, number of external visitors to the events at FURG.

Responsible for the Accomplishment: International Affairs Office (REINTER), Pro-Rector of Students Affairs (PRAE)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG

3- Interaction and collaboration with consulates and other international contacts

Rationale: The interaction with contacts from consulates and other international institutions allows REINTER to be in a facilitated position for internationalization opportunities with social insertion.

Related Program: Not applicable

Expected results: Facilities set for internationalization by means of contacts with consulates and other related institutions.

Goals: Number of increasing contacts until 2025

Action Indicators: Number and nature of visits to FURG and consulates.

Responsible for the Accomplishment: International Affairs Office (REINTER)

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: Rector's Office

Financing: FURG

7.7. Objective VII - To increase the participation of FURG in publications in international journals, books and events

Proposed Actions

1- Setting an International Scientific Production Revision and Translation Program aimed for international publications – INTERSCIENCE

Rationale: A major constraint for international scientific production is that it is often difficult to prepare and write in a foreign language with the necessary quality for international circulation. A program to support the revision and translation of scientific production will really support and stimulate international scientific publications.

Related Program: Not applicable

Expected results: International scientific production, quali- and quantitatively significant.

Goals: Program set in 2019

Action Indicators: Number of international publications supported by the program; QUALIS Ranking of publications.

Responsible for the Accomplishment: Pro-Rector of Research and Graduate Studies (PROPESP), Institute of Letters and Arts (ILA).

Responsible for Coordination: Pro-Rector of Research and Graduate Studies (PROPESP)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG

2- Setting the disclosure process for international scientific events at FURG

Rationale: It is important that students and professors at FURG are well informed efficiently about international scientific events through the different media available, including email lists, webpages, discussion groups, among others.

Related Program: Not applicable

Expected results: Significant participation of FURG in international scientific events.

Goals: Increasing number of participation from 2018 on.

Action Indicators: Number of international events attended by FURG's professors and students; Number of access on the REINTER's webpage.

Responsible for the Accomplishment: Pro-Rector of Research and Graduate Studies (PROPESP), International Affairs Office (REINTER).

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: International Affairs Office (REINTER)

Financing: FURG

3- Encouraging the establishment of internationalization committees in Academic Units

Rationale: The existence of internationalization committees (or commissions) in academic units speeds up and qualifies the role of REINTER at FURG by establishing a point of cooperative dialogue between the International Affairs Office and the areas of knowledge involved in the actions.

Related Program: Not applicable

Expected results: An increased diffusion of opportunities and support to actions by REINTER in Academic Units.

Goals: All Academic Units with committees in 2025.

Action Indicators: Number of committees created.

Responsible for the Accomplishment: Academic Units.

Responsible for Coordination: International Affairs Office (REINTER)

Responsible for Supervision: Pro-Rector of Undergraduate Studies (PROGRAD), Pro-Rector of Research and Graduate Studies (PROPESP)

Financing: FURG

7.8. Objective VIII – To set up a center of coordination and support to the Internationalization at FURG

Proposed Actions

1- Establishment of the International Affairs Office (REINTER)

Rationale: The creation of the new Office shall occur in the form of an elevation of status from the current International Affairs Advisory Office [*assessoria*] into an International Affairs Office [*secretaria*], with the proper adjustments in its mission, organizational structure and management processes.

Related Program: Not applicable

Expected results: Office established and operating normally

Goals: Establishment of the Office until May 2018

Action Indicators: Office referred to in the Internal Rules of Procedure of FURG's Rectory

Responsible for the Accomplishment: Rector's Office

Responsible for Coordination: Rector's Office

Responsible for Supervision: University Council (CONSUN)

Financing: FURG

8. A Plan for the Future – Assessment

The future vision inherent in the Internationalization Plan at FURG (IP-FURG) is related to two main aspects: (1) its allegedly adaptive feature and (2) its permanent assessment. The plan is proposed for eight years (2018-2025) and provides for assessments and adaptations in periods of greater frequency, expecting to meet new scopes, conditions and opportunities for internationalization.

The time range of the Plan is set in the form of Goals for the actions proposed. For each action, the Goals refer to the prospect of obtaining Expected results, from 2018 to 2025. It is important to note that there are well-defined indicators for every action proposed.

The proposed Plan assessment and adaptation model includes the following steps:

- (1) Intermediate assessment of the Plan every two years by measuring each action through the corresponding indicators.
- (2) Possible proposition/inclusion of actions, in the period following the intermediate assessment (every two years)
- (3) Overall evaluation of the Plan every four years by measuring each action through the corresponding indicators.
- (4) Revision of the plan, with possible adjustments of Goals and Action indicators, in the period following the overall assessment.

The idea behind the proposed assessment and adaptation activities is that FURG may count on an “organic” Plan, adequately and constantly updated. As monitoring, evaluation and adaptation are set up based on Indicators and Goals, some aspects of the university scope can be facilitated, among which is the possibility of measuring metrics, transparency, ease of participation, timely adjustments, and a search for excellence in internationalization.