

2021 - 2023



INTERNATIONALIZATION PLAN

SHORT VERSION



UNIVERSIDADE
ESTADUAL DO
MARANHÃO

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INTRODUCTION

Introduction

This Internationalization Plan aims to promote UEMA's (State University of Maranhão) internationalization employing institutional policies and actions aimed at undergraduate and graduate courses. The aim is to improve the quality of teaching, research, and extension, sharing knowledge and collaborating with the enabling of trained and prepared human resources to work at the national and international level.

In this context, for the implementation of the Internationalization Plan, strategic axes were prioritized, aiming at the insertion of UEMA in the international context, having as a starting point the consonance with the Sustainable Development Goals (SDGs) adopted by the United Nations (2015). Thus, the aim is to make UEMA a receptive environment for researchers, teachers, students, and technicians from foreign institutions, aiming to interact and share knowledge while carrying out joint activities.

Our main idea is to understand the academic context involving teaching, research, and extension, in addition to language training and performance of the administrative sectors (the Superintendency of International Relations). We seek to promote better opportunities, enhance international cooperation already established and find new partnerships to consolidate the internationalization process.

The 17 Sustainable Development Goals developed by the UN aim to give global sustainability, focusing on peace and prosperity, as well as on people and the planet. The UN global partnership recognizes that actions are needed for “a global course of action to end poverty, promote prosperity and well-being for all, protect the environment and tackle climate change”.

UEMA, therefore, is entering a new phase of internationalization and maturity, which reflects new objectives and goals. In this new phase, we highlight the commitment to reinforce an international profile and a vision to become a university of excellence with the contribution of all the peoples of the world, aiming to learn, think and work together.

It is part of our responsibility, as educators, to prepare students and researchers to participate in the multicultural society and help them become global citizens in the future because this whole group of thinkers will be part of an open, borderless world. Their ability to understand and interact in this world - with an open mind - is being built now, at the University.

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**UNDERGRADUATE AND
GRADUATE TEACHING**

1. Undergraduate and graduate teaching

With the previous objectives in mind, we have the goals of the following segments of the university below: teaching, research, extension, and administrative sectors.

In terms of teaching, UEMA understands the fundamental importance of enabling the presence of foreign students and teachers within the classroom. Foreign language teaching as a second language is also a key point for university graduates to be able to work professionally in multicultural environments.

For that, the strategies to be adopted and the objectives, actions, and deadlines detailed in Tables 2 and 3 are listed below:

- Enable teacher and student mobility for international partner institutions, to increase the flow in the scope of undergraduate and graduate courses;
- Stimulate the participation of undergraduate and graduate students in public notices from development agencies and transnational companies aiming at international internships or short courses;
- Make adjustments to the curricular components of undergraduate and graduate courses, aiming to take advantage of credits from subjects taken abroad;
- Encourage the participation of UEMA's undergraduate and graduate students in foreign events;
- Create policies and actions to attract foreign students to postgraduate courses;
- Encourage the participation of visiting professors from foreign institutions in undergraduate and graduate courses, through specific policies and actions to attract external teachers;
- Create resolutions aiming at the implementation of international academic agreements to encourage co-teaching and double degree, concretizing the cooperation between partner institutions;
- Support and implement actions that enable the elevation of the concepts of the graduate courses to 5 and 6, by the evaluation of CAPES;
- Use educational tools (e-learning) as a way of facilitating virtual mobility and promoting the internationalization of courses;
- Create and consolidate International Academic Exchange programs in undergraduate and graduate courses, such as sandwich scholarships, short courses, technical visits, and internships in different areas of knowledge.

FRAME 1: Goals, actions and terms for / internationalization of undergraduate courses

Goals	Actions	Term
1. Map, potentiate and widely publicize internationalization opportunities and initiatives for undergraduate students within the scope of CENSO UEMA	1.1 Survey of internationalization actions carried out by academic units.	Short Term (2021-2021)
	1.2 Survey of professors of other nationalities working in undergraduate courses, as well as their relations with international institutions and networks to enhance them, including by encouraging the integration of undergraduate students or extension students	Mid Term (2021-2022)
	1.3 Survey of the areas of knowledge and institutional destinations of greatest interest to undergraduate students for the purposes of international mobility or international e-learning	Mid Term (2021-2023)
	1.4 Provision of a website for the Graduate Education Decanate (GED) in English and Spanish	Mid Term (2021-2022)
	1.5 Expansion of support notices for student participation in short-term international events (example, exchange or virtual mobility)	Mid Term (2021-2023)
	1.6 Establishment of partnerships and fundraising for investment in internationalization actions	Long Term (2021-2023)
2. Create the offer of courses with double degree	2.1 Stimulating and supporting curriculum harmonization between similar courses from partner institutions abroad	Long Term (2021-2023)
	2.2 Promotion of the creation of courses with dual degree courses	Long Term (2021-2023)
3. Offer courses in other languages in the face-to-face or distance learning modalities	3.1 Mapping of disciplines and / or courses with potential for international offer, including in the distance learning mode (mobility or virtual exchange) and	Mid Term (2021-2022)
	3.2 Establishment of institutional standards for the provision of international disciplines and / or courses, including distance learning	Mid Term (2021-2022)
	3.3 Translation of didactic content for the international offer of disciplines and / or courses in the distance learning mode	Mid Term (2021-2022)

FRAME 2: Goals, actions and terms for internationalization of graduate studies

Objetivos	Ações	Prazos
1. Improve the quality of student training, with a view to academic excellence and internationalization	1.1 Preparação linguística dos estudantes de pós-graduação (por meio do ensino da língua inglesa e de outras) para atuar em projetos internacionais de pesquisa, e para possibilitar a comunicação em disciplinas, laboratórios e ambientes comuns nos campi da Uema, frequentados por pesquisadores internacionais.	Long Term (2021-2023)
	1.2 Short courses and courses offered in languages such as English, Spanish and French, at the postgraduate level # LP #	Long Term (2021-2023)
	1.3 Stimulus and support for the expansion of cotutelles	Long Term (2021-2023)
	1.4 Attraction of international professors (visitors) with high academic performance, to work in UEMA's Pro-Rectorate of Research and Graduate Programs (PPG)	Longo Prazo (2021-2023)
	1.5 Recognition of credits and academic activities carried out by students at institutions abroad	Long Term (2021-2021)
2. Improve the visibility of the University, including in international rankings	2.1 Translation of PPGs web pages # LP #	Médio Prazo (2021-2022)
	2.2 Intensify the dissemination of research results in high impact international congresses, symposia and magazines # LP #	Long Term (2021-2023)
	2.3 Elaboration and launching of public notices to support the publication of articles in journals of high scientific standard	Long Term (2021-2023)
3. Increase the presence of students of other nationalities at UEMA	3.1 Launch of specific calls for proposals for students of other nationalities, with wide dissemination in universities and international research networks	Long Term (2021-2023)
	3.2 Pedagogical and administrative assistance to PPGs and teachers to offer courses in other languages # LP #	Long Term (2021-2023)
	3.3 Encouragement and support for Summer / Winter courses for teaching Brazilian Portuguese #LP#	Mid Term (2021-2022)
4. Enable teachers to experience in international teaching and / or research institutions	4.1 Fundraising for the financing of notices for post-doctoral internship, for Visiting Junior Professor and Visiting Senior Professor	Long Term (2021-2023)
	4.2 Recognition of academic activities carried out by teachers in institutions visited abroad	Short Term (2021-2021)

<p>5. Increase the internationalization of graduate education at UEMA</p>	<p>5.1 Creation of online courses taught in collaboration with professors from universities abroad #LP#</p>	<p>Mid Term (2021-2023)</p>
	<p>5.2 Expansion of the existing videoconferencing infrastructure on UEMA's four campuses, with the creation of classrooms for subjects offered in conjunction with international collaborators and #LP#</p>	<p>Mid Term (2021-2023)</p>

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RESEARCH GUIDELINES

2. Research guidelines

In terms of teaching, UEMA understands the fundamental importance of enabling the presence of foreign students and teachers within the classroom. The teaching of languages as a second language is also a key point for university graduates to be able to work professionally in multicultural environments.

For the internationalization of research, UEMA presents the guidelines below, and the objectives, actions, and deadlines are detailed in Chart 4:

- Stimulate and facilitate the participation of teaching researchers in public notices that promote internationalization, made available by FAPEMA, CAPES, CNPq, among other national and international development agencies;
- Support and facilitate the increase in the number of scientific articles published in international journals with a high impact factor and/or *qualis* recognized by CAPES, with the participation of foreign researchers in authorship and co-authorship;
- Enable the increase in the number of scientific articles co-authored with foreign researchers;
- Increase the number of professors and students involved in international academic mobility, aiming at exchanging and obtaining new research methodologies;
- Stimulate the participation of the teaching staff in public notices to promote research by foreign agencies or in partnership with national agencies;
- Stimulate the partnership of foreign researchers in the development of joint projects with local researchers;
- Enable the launch of institutional notices, related to attracting researchers, in Portuguese and English, to facilitate the participation of foreign researchers;
- Create internationalization strategies at home, with specific actions, such as hiring a visiting professor to assist in offering courses taught in English, offering scientific writing courses in English, preparing and displaying banners in the English language, among others;

FRAME 3: Goals, actions and terms for research internationalization

Objetivos	Ações	Terms
<p>1. Increase the internationalization of research processes</p>	<p>1.1 Identification of researchers, research groups, laboratories, centers and research centers and networks existing at UEMA and operating at an international level</p>	<p>Mid-term (2021-2022)</p>
	<p>1.2 Diagnosis of UEMA's international research products, considering graduation, post-graduation and extension, for the constitution of the portfolio and wide dissemination and #LP#</p>	<p>Mid-term (2021-2022)</p>
	<p>1.3 Mapping of UEMA research groups with international collaborations (initiated and consolidated), for the constitution of the portfolio and wide dissemination and #LP#</p>	<p>Mid-term (2021-2022)</p>
	<p>1.4 Encouraging the registration of international researchers in UEMA research groups</p>	<p>Long Term (2021-2023)</p>
	<p>1.5 Development and launching of specific calls for proposals to encourage participation and the formation of international research networks</p>	<p>Long Term (2021-2023)</p>
	<p>1.6 Mapping and diagnosis of the existing research infrastructure at UEMA, to direct improvement actions</p>	<p>Short Term (2021-2021)</p>
	<p>1.7 Support for the infrastructure of existing or new multi-user laboratories, especially those that maintain international partnerships</p>	<p>Long Term (2021-2023)</p>
	<p>1.8 Conducting distance research seminars, together with professors or researchers from universities abroad and #LP#</p>	<p>Long Term (2021-2023)</p>
<p>2. Increase UEMA's international scientific production</p>	<p>2.1 Launch of specific public notices to support the publication of articles in high-impact journals, giving priority to international journals and #LP#</p>	<p>Mid-Term (2021-2022)</p>
	<p>2.2 Launch of specific notices to support the participation of teachers in international events of excellence, with publication of articles in the annals of events when oral presentation in a foreign language and #PL#</p>	<p>Mid-Term (2021- 2023)</p>
	<p>2.3 Creation of a permanent monitoring mechanism for UEMA's international scientific production, to subsidize continuous improvement actions</p>	<p>Short Term (2021- 2021)</p>

3. Increase the visibility of UEMA research in the international context	3.1 Publication of the Research and Innovation Decanate (DPI) website in foreign languages #PL#	Mid Term (2021- 2022)
	3.2 Implementation of a search engine for UEMA researchers via the DPI website, by theme, area, academic unit or researcher name, facilitating the identification by potential international partners #LP#	Short term (2021-2021)
	3.3 Publication of thematic ebooks on research at UEMA (Portuguese and English) #PL#	Mid-Term (2021-2023)
	3.4 Production of a bilingual folder to disseminate the research (products, groups, projects, infrastructure) and the UEMA innovation ecosystem #LP#	Mid-Term (2021- 2022)
	3.5 Participation in international events to enhance the expansion of UEMA's interinstitutional research collaboration networks	Mid-Term (2021- 2023)
4. Encourage the interaction of research and innovation agents with international partners	4.1 Creation and launching of specific calls for research to establish partnerships with researchers and international companies	Long Term (2021- 2023)
	4.2 Promotion of specific thematic events to bring together researchers and international companies	Long Term (2021- 2023)
	4.3 Creation and launch of specific public notices for research involving startups and incubated companies with international connections	Long Term (2021- 2023)

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**GUIDELINES FOR
INTEGRATION WITH
EXTENSION ACTIVITIES**

3. Guidelines for integration with Extension Activities

For the internationalization of the extension, UEMA presents the guidelines below, and the objectives, actions and deadlines are detailed in Chart 5:

- Stimulate the partnership for the development of extension actions with international institutions;
- Enable the offer of extension courses, focusing on internationalization for teachers and local and external students;
- Promote the insertion of foreign students in UEMA extension projects, when possible, allowing the exchange of knowledge of local knowledge;
- Create a discussion forum on the diffusion of science and technology, emerging global problems, aimed at the ideal of social transformation, involving students and teachers in the process of international mobilization;
- Promote and enable the participation of foreign students and researchers to carry out Extension activities with LABEX, undergraduate, and graduate courses at UEMA.

FRAME 4: Goals, actions and terms for Extension Activities Internationalization

Goal	Actions	Terms
1. Promote extension projects and programs dedicated to global themes, such as human rights and sustainable development	1.1 Adherence to the network of universities under the United Nations (UN) Sustainable Development Goals (SDG) pact	Mid Term (2021-2021)
	1.2 I support the creation of an extension program with integrated actions for the promotion of the SDGs and social inclusion	Long Term (2021-2023)
	1.3 Establishment of a promotion line for extension projects dedicated to global themes	Longo prazo (2021-2023)
	1.4 Promotion of interinstitutional projects in the form of programs or extension consortium with various international institutions	Long Term (2021-2023)
2. Promote cultural diffusion, at an international level, with an	2.1 Promotion of cultural dissemination actions and projects, at the international level, through specific notices	Mid Term (2021-2022)

emphasis on Maranhão	2.2 Establishment of partnerships with embassies and other international cooperation institutions for the dissemination of culture, with an emphasis on Maranhão	Mid Term (2021-2022)
3. Promote the dissemination of knowledge produced based on extension, at the international level	3.1 Development of an editorial project to publicize the extension, at an international level	Mid Term (2021-2022)
	3.2 Support for the participation of students, teachers and technical-administrative servants in events of international extension	Mid Term (2021-2022)

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**GUIDELINES FOR
UEMA'S LINGUISTIC
POLICY**

4. Guidelines for UEMA's linguistic policy

- Adopt a second language to facilitate the visibility of Uema in the international context; platform and budget already authorized by the rector;
- Stimulate the use of foreign languages in the classroom and in other academic spaces;
- Translate UEMA's web page and undergraduate and graduate courses in the webpage into English, to attract foreign professors and students;
- Enable the hiring of specialized companies to support the translation of scientific articles;
- Stimulate the introduction of syllabus contents of foreign language subjects in Postgraduate courses;
- Stimulate the presentation of works in national and international events in a foreign language;
- Consolidate the offer of Portuguese courses for foreigners;
- Invest and improve the conditions of teacher and student preparation for the internationalization of UEMA;
- Intermediate, with the Language Center / NUCLIN, the provision of language courses for students, teachers and administrative technicians;
- Invest in the implementation of proficiency exam offers in English and Spanish for students, teachers, administrative technicians and residents of the state of Maranhão.
- To avoid duplication of information, we emphasize that the strategic objectives, actions and deadlines of the Language Policy (# PL #) are inserted in the strategic objectives for teaching in undergraduate, graduate and research.

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**GUIDELINES FOR
ADMINISTRATIVE
MANAGEMENT AND THE
SUPERINTENDENCE OF
INTERNATIONAL RELATIONS**

5. Guidelines for Administrative Management and the Superintendence for International Relations

For the internationalization of administration, UEMA presents the guidelines below, and the objectives, actions, and deadlines are detailed in Chart 6:

- Stimulate the partnership for the development of extension actions with international institutions;
- Intensify contacts with internationalization agents Capes, CNPq, Ministry of Foreign Affairs, Embassies and Consulates, aiming at the identification of priority areas for internationalization;
- Promote UEMA's visibility abroad, including the preparation and updating of bilingual material;
- Represent UEMA in participation in internationalization events;
- Make agreements and partnerships with international institutions providing the involvement of the largest possible number of researchers;
- Promote international missions;
- Disseminate the experiences of teachers and students involved in the international mobility process;
- Simplifying and making institutional procedures more flexible for the development of scientific and technological projects in partnership with foreign institutions;
- Intermediate the allocation of institutional budgetary resources to support internationalization programs, supplementing those obtained from development agencies;
- Make local students aware of the importance of taking the exam in a foreign language;
- Expand the offer and make it possible to carry out proficiency exams in a foreign language.

FRAME 5: Goals, actions and terms for internationalization of Administrative Management and the Superintendence of International Relations

Goals	Actions	Terms
<p>1. Expand the dissemination of actions, infrastructure and services to support the internationalization of UEMA</p>	<p>1.1 Construction of a single data system, covering all information related to the internationalization of UEMA</p>	<p>Mid Term (2021-2022)</p>
	<p>1.2 Creation and dissemination of informative material (diverse, modern and attractive) on internationalization actions at UEMA: guides (digital and printed) aimed at international students and teachers; in addition to videos, posters and folders (with QR code)</p>	<p>Short Term (2021-2021)</p>
	<p>1.3 Reformulation of the SRI website (Portuguese - English), concentrating all information related to internationalization, for free access by Internet users (tutorials; agreements, fees, double degree and specific programs; notices, scholarships and incentives; international events; news international indicators; UEMA internationalization indicators; cooperation projects, etc.)</p>	<p>Mid Term (2021-2022)</p>
	<p>1.4 Creation and dissemination of a guide for technical-administrative servants, course coordinators and teachers with guidance on how to deal with emergency situations involving Brazilian students abroad or international students at UEMA</p>	<p>Mid Term (2021-2022)</p>
	<p>1.5 Creation and dissemination of a guide for teachers interested in establishing an international cooperation initiative</p>	<p>Short Term (2021-2021)</p>
	<p>1.8 Creation and dissemination of a multilingual monthly bulletin, giving voice to international students and Brazilian exchange students, and disseminating international events</p>	<p>Short Term (2021-2021)</p>
	<p>1.9 Installation of an information library, gathering material to promote mobility, in addition to computers with links to all mobility programs (edicts of embassies, development agencies such as FAP / DF, CNPq, CAPES etc.)</p>	<p>Mid Term (2021-2022)</p>

2. Simplify internal rules and processes related to internationalization	2.1 Creation of simplified protocols for the signature of memorandum of agreements and other instruments, based on models pre-approved by the UEMA Legal Attorney	Short Term (2021-2021)
	2.2 Delegation of the signature of renewal of international cooperation agreements to the SRI advisor	Mid Term (2021-2022)
	2.3 Mapping and simplification of bureaucratic processes for institutionalization of courses with dual degrees (undergraduate and graduate) and cp-teaching (graduate)	Long Term (2021-2023)
3. Stimulate a culture of internationalization in all UEMA administrative and management units and promote the internationalization of teachers and technical-administrative servants	3.1 Internationalization workshops for teachers (especially coordinators of undergraduate and graduate courses) and technical-administrative staff	Mid Term (2021-2022)
	3.2 Creation of a steering committee for the internationalization of UEMA	Short Term (2021-2021)
4. Promote multilingualism and multiculturalism at UEMA	4.1 Organization of annual internationalization fairs and forums, discussions on internationalization and multilingual cultural and artistic activities	Short Term (2021-2021)
	4.2 Support for the implementation and dissemination of subjects in foreign languages and Summer / Winter courses for the teaching of Brazilian Portuguese	Mid Term (2021-2022)
	4.3 Support for the implementation and dissemination of English and Spanish proficiency exams	Mid Term (2021-2022)
5. Improve the reception and integration of international students and teachers at UEMA	5.1 Creation and launch of scholarship notices for international students	Mid Term (2021-2023)
	5.2 Expansion and adaptation of housing assistance for international students	Long Term (2021-2023)
	5.3 Offer of tutors and welcome events for international students	Short Term (2021-2023)
	5.4 Adequacy of transit accommodation and other support services for international teachers	Long Term (2021-2023)
6. Enhance UEMA's performance in interinstitutional networks to support	6.1 Mapping and selection of the most active interinstitutional networks, to define Uema's priorities and action strategies	Short Term (2021 – 2023)

internationalization	6.2 Identification and mobilization of universities to form a regional integration group (from the north and northeast), for mutual support, collective participation in discussion forums and international cooperation initiatives	Short Term (2021-2021)
7. Lead the design of strategic planning, prospecting for partnerships, monitoring and evaluating UEMA's internationalization actions	7.1 Definition of areas, regions and countries considered strategic (due to leadership in technology or theme) for the establishment of cooperative relations	Mid Term (2021-2022)
	7.2 Mapping of the memorandums of agreement already signed and re-establishing the principle of reciprocity for those who present imbalances in proportion to the benefits obtained by the parties involved	Short Term (2021-2021)
	7.3 Missions (virtual or face-to-face) for countries and institutions defined as priority partners for the establishment of partnerships	Long Term (2021-2023)
	7.4 Participation in academic events with worldwide visibility	Short Term (2021-2023)
	7.5 Establishment of national partnerships to enable participation en bloc (by group of Brazilian universities) in large and costly international events	Short Term (2021-2021)



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