

INTERNATIONAL STRATEGY



UNIVERSIDAD
DE GRANADA



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*How do we understand
internationalization?*



The UGR considers internationalization of all its activities to be a policy priority. The full International Strategy document is available at [poner enlace a versión inglesa], and includes a collective and institutional reflection on the rationale behind and objectives of our international activity. The Strategy reflects our deep institutional commitment to the pursuit of solutions to the major global societal challenges, to progress towards the achievement of the United Nations sustainable development goals, in the context of a globalized economy, of our increasingly multicultural society and recognizing the centrality of knowledge as a driver of solutions.

The UGR adopts the definition of internationalization drawn up by Hans de Wit, Eva Egron-Polak, Laura Howard and Fiona Hunter (2015): “[...] the intentional process of integrating an international, intercultural, or global dimension into the purpose, functions and delivery of post-secondary education, in order to enhance the quality of education and research for all students and staff, and to make a meaningful contribution to society.”

The internationalization of higher education is thus not an end in itself, but rather a means to achieving our ends: preparing our students to work in a globalized environment, both local and international, as well as preparing them to act as critical, ethical and responsible individuals and social actors in a complex world; excellence in research outcomes, ensuring their social impact; enhancing the visibility and prestige of the UGR and promoting our essential values.

*Where did we start
from?*

The UGR has an extensive and successful international experience. We are well placed in the international rankings and actively participate in research and knowledge transfer projects and international publications. For years, the UGR has been at the forefront in Europe in terms of mobility for students and staff, based on a wide offer of international mobility opportunities in all five continents, including some twenty joint, double and multiple degree programmes. We have an extensive network of bilateral and multilateral partnerships. We play a leading role in several important international university networks and enjoy a high level of success and participation in international academic cooperation projects. The UGR is the leading Spanish university in Official Development Aid (data from 2015). We manage a dozen Spanish language and culture centres at partner universities around the world, while our International Welcome Centre hosts services for incoming researchers and our world-renowned Modern Languages Centre (CLM) has a wide variety of courses in Spanish language and culture, alongside courses in other languages.





*What model have we
chosen?*

The UGR continues to opt for a cooperative approach to internationalization, whose objective is to improve the quality of teaching, research and services in a global environment. Our mission attends both our immediate environment (mainly through the education of our youth) and global human progress and sustainable development (excellence in research and capacity-building). Therefore, in our model, cooperation takes precedence over competence, is based on the pursuit of quality and, given the size and the past experience of the university, includes all regions of the world, each of them with a specific adapted approach to partnership.

We understand internationalization is a participative (bottom-up) process involving all those who contribute to the international dimension of the UGR. The Strategy, which was conceived and designed collectively and dynamically, requires constant dialogue within the University and with our partners to integrate international, intercultural and global dimensions into our objectives, our functions (learning & teaching, research, services) and the provision of higher education.





*What are the aims of the
Strategy?*

1. Contribute to human progress, sustainable development and intercultural understanding from an ethical and engaged point of view.
2. Raise the awareness of the entire university community regarding the challenges and benefits of the internationalization process.
3. Promote a truly participative and transversal internationalization process involving the entire community, and in particular to develop “local” internationalization strategies to be implemented at Faculty, Department, research Institute or Group level.
4. Incorporate an official Language Policy into the Internationalization Strategy as a key element for raising language awareness in general.
5. Improve the education of our students by developing international and intercultural competences.
6. Strengthen international mobility programmes for outgoing students, administrative & support and academic staff as a fulfilling and enriching learning experience, with special attention to those groups traditionally less represented in these activities.
7. Improve the quality of outgoing and incoming international mobility experiences in both academic and administrative aspects, paying particular attention to academic recognition and tutorial or support actions.
8. Enhance the informal and non-formal education of all our students through the internationalization of the campus.
9. Enhance the formal education of our students through the internationalization of the curriculum and the teaching & learning process.
10. Pursue excellence through the attraction of talent from around the world, particularly among postgraduate students and researchers.
11. Pursue excellence through the internationalization of the activities of our research groups and teaching teams.
12. Design and implement capacity-building programmes with strategic partners located in regions with low Human Development Index (IDH) scores.
13. Enhance the international visibility of the UGR through membership and leadership of international networks.
14. Enhance the international visibility of the UGR through international mass and social media.

*How do we intend to
work towards those
aims?*

To work towards these objectives, the UGR's Governing Council approved an Action Plan for 2016-18 with 121 actions structured in the following major areas:

INSTITUTIONAL COOPERATION

- Multilateral and network cooperation
- Bilateral cooperation
- National cooperation
- Regional cooperation

INTERNATIONAL MOBILITY AND JOINT ACTIONS WITH INTERNATIONAL PARTNERS

- Mobility for outgoing students
- Mobility for incoming students
- Structured mobility: joint, double and multiple degrees
- Mobility for outgoing and incoming Academic and Research Staff
- Mobility for outgoing and incoming Administrative and Support Staff
- Academic cooperation projects
- University development cooperation
- UGR centres abroad

INTERNATIONALIZATION AT HOME (CAMPUS AND CURRICULUM)

- The incorporation of international and intercultural dimensions into the formal and informal curricula for all students
- The promotion of international expertise and competence of academics for teaching & learning
- The involvement of students in internationalization of the campus
- The involvement of administrative and support staff in the internationalization of the campus
- The hosting of centres for foreign languages and cultures
- The attraction of international talent to the UGR

INTERNATIONALIZATION OF RESEARCH

How are we doing so far?

The 121 specific actions foreseen for the 2016-18 period may be summarized in the following general actions, listed here with some highlights of results so far.

Strengthening strategic partnerships, both bilateral and multilateral, and establishing new ones, ensuring an active presence in networks.

AGM
Tordesillas
AUF
Arqus European
University Alliance
Alianza Universidades
Carolinas

100%
strategies
already approved
at Faculty level.
Training
sessions

Promoting the design of internationalization strategies at Faculty, Department, Degree programme, Research Institute or Group level, with the aim of ensuring that actions designed and undertaken are appropriate for each environment with the necessary support and advice.

Setting up an International Advisory Board to counsel the UGR on its internationalization strategy and its implementation

Members
of the IAB
First visit and
report 2018

Strengthening mobility programmes for outgoing students, PDI and PAS as a fulfilling international experience, especially for those groups less represented in these activities.

Enhanced information days for local students on mobility opportunities. Diversification of kinds of mobility on offer Promotion of participation of disabled students in international activities. Successful participation in ICM (improves funding for non-European destinations)

Strengthen mobility programmes for incoming students, PDI and PAS as a starting point for the internationalization of the campus.

Mentor programme
Recognition of academic tutor involvement
IWC
Induction days EIP, CLM.

Staff development programmes for deputy deans, academic tutors at Faculty level and EIP. Staff development for PAS.

Improve talent recruitment providing better visibility to the UGR internationally (web page, social networks, fairs and other events).

Improve the quality of outgoing and incoming mobility with regard to the academic and administrative aspects, paying particular attention to the recognition processes and tutorial action programmes.

Drafting of new promotional material in ES, EN, FR, PT, AR.
Intensification of participation in international events
Scholarship programmes (ICM, Research; PPCUD...)
Inclusion of criteria related to internationalization for staff recruitment and selection

Improve the reception of international researchers through the International Welcome Centre.

Use of the IWC has increased 18%

How are we doing so far?

Diversify modalities of mobility promoting short-term mobility, internships in international companies, volunteer work, service learning and mobility for postgraduate students (master and doctorate) and researchers.

Increased offer of internships, short-term mobility, volunteer and service learning, summer schools...
Increased offer of places for postgraduate student mobility, especially at doctoral level

Promote structured mobility programmes through international joint, double, multiple degrees.

24 international programmes leading to double degrees .

Encourage all university community to acquire competence in foreign languages, especially through our Modern Languages Centre.

Free accreditation of language level for undergraduate students
Free courses for Administrative staff and for academics involved in tutoring outgoing and incoming international students
Discounted prices for all members of the UGR on language courses
Courses decentralized to campuses

Promote courses taught in foreign languages (particularly in English) both partially (individual subjects) and completely (degrees and educational pathways).

Protocol for Teaching through Other Languages approved in 2017
Staff development for EMI on offer
Free accreditation for EMI (HELA)
70 course modules on offer.

Information days
Participation in 46 projects. Total external funding of €15m in 2018

Develop an internationalization process of the curriculum and campus in order to also include those of the university community that do not take part in mobility programmes.

Actively participate in all types of international academic cooperation projects.

Criteria for “international” teaching and staff established and included in performance-linked funding for departments and faculties

Promote the internationalization of research activity, particularly European and international projects.

PPI
IRDW

Actively take part in the decision-making process of university and scientific policy of regional, national, European and international forums.

AUPA
CRUE
Coimbra Group
Council of Europe

How are we doing so far?

Be continuously present in different regions of the world through our Spanish language and culture Centres.

New centre opened in Lomé

Host foreign cultural institutions at the UGR.

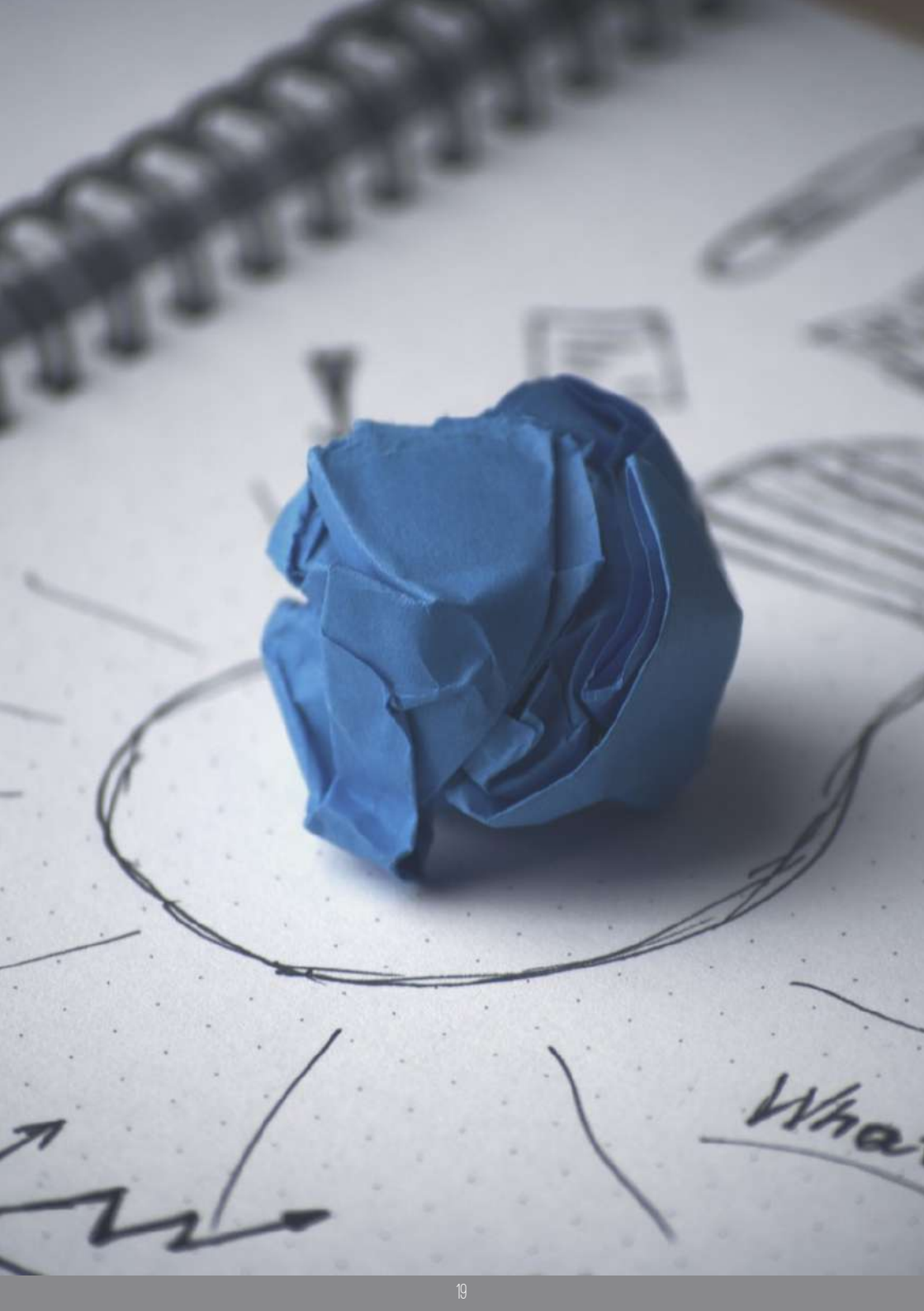
New facilities for the Confucius Institute and the Russian Centre
New facilities for CASA
Renegotiation of al-Babtain MoU with Bourguiba

Promote the role of the Modern Languages Centre (CLM) in recruiting and hosting international students by embracing Spanish language as a key asset.

Diversification of partners and regions, especially China. 3463 registered students in 2017/18.

Design and implementation of capacity-building programmes and projects for partner universities located in regions with low Human Development Index (IDH) scores, and awareness-raising among member of university regarding the challenges of sustainable development.

PPCUD
Strategic projects with Togo, Honduras
Scholarships for excellent postgraduate students
Academic Impact
Cicode courses and activities
SDGs
Refugees



How are we measuring the results?

1

Indicator

Awareness and participation in internationalization process
Percentage of Faculties, Schools, degree programmes, Research Institutes or Group with an IS approved and published

Results 2018 Annual Report

UGR strategy approved
31-1-2017

100% Faculties with doc. approved.

2

Indicator

International student mobility experience
Percentage de graduates (all three cycles) with significant experience abroad (at least one of the following: credit mobility for studies min. 3 months; credit mobility for internships min. 2 months; volunteer work min. 1 month; summer courses/programmes total min. 1 month)

Results 2018 Annual Report

20.89%
(Without volunteer work and summer courses)

The Strategy approved by the Governing Council establishes the following indicators to monitor progress towards the achievement of the various objectives. The table includes the results for 2017.

3

Indicator

**Internationality of academic staff
Percentage of academic staff with significant international experience (at least one of the following: a full degree obtained abroad; one-year's academic experience abroad; C1 level accredited in a foreign language; leadership of international scholarly societies or editorship of indexed international journals)**

Results 2018 Annual Report

**19.43%
(Source: Departments/
Data Office)**

4

Indicator

**Internationality of administrative & support staff
Percentage of administrative & support staff with significant international experience (at least one of the following: a full degree obtained abroad; one-year's professional experience abroad; C1 level accredited in a foreign language; leadership of international professional associations)**

Results 2018 Annual Report

Data not yet available

How are we measuring the results?

5

Indicator

International attractiveness - internationality of postgraduate student population

Percentage of international students in postgraduate degree programmes (Master's & Doctorate). "International shall mean coming from a foreign educational system or holding a foreign passport.

Results 2018 Annual Report

**Master's programmes 15.57%
Doctoral programmes 27%
(Source: ISPG)**

6

Indicator

**Internationality of research output
Percentage of internationally co-authored publications (co-author(s) from research centres or universities based in other countries) in indexed journals or collective volumes**

Results 2018 Annual Report

**2017 – 55.5%
(Source: Vicerrectorate for Research and Knowledge Transfer)**

7

Indicator

International attractiveness – international visiting academics received
Number of international doctoral candidates, postdocs, visiting academics and researchers received

Results 2018 Annual Report

2017/18– 484

(Source IWC. Does not include Erasmus+ staff mobility)

8

Indicator

Internationalization of the curriculum
Percentage of courses (subjects/ modules) with significant international elements (at least one of the following: taught in a foreign language; international methodology such as multinational team-work, collaborative on-line tasks, etc.; international content, case studies, textbooks (in their original language); at least 10% international students; significant participation of visiting international staff)

Results 2018 Annual Report

2017/18 – 40.02%

(Source: Departments/
Data Office)



Looking forward...

The International team at the UGR is currently evaluating progress so far and collecting opinions and ideas for the action plan for the next three-year period 2019-21.