

Strategic Plan for the Internationalization of UDEM

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OBJECTIVES

1. Enrich the intercultural educational experience.
2. Internationalize curricular and extra-curricular activities, administrative and normative functions, and the institutional culture.

Institutional Culture

Curriculum

Administration

Extra-curricular activities

STRATEGIES

Promote international educational experiences abroad.



STRATEGIES

A. Promote international educational experiences abroad.

1 Student Mobility

ACTIONS	CURRENT SITUATION	GOALS 2020
a Increase the number of UDEM students on study abroad.	11% of the student body 33% of annual graduating class	15% of the student body 50% of annual graduating class
b Increase the quality of student mobility.	44% to top 500 universities	55% to top 500 universities

STRATEGIES

A. Promote international educational experiences abroad.

1 Student Mobility

ACTIONS

SPECIFIC ACTIONS

a

Increase the number of UDEM students abroad.

1. Expand the portfolio of international programs.
2. Expand financial aid plans for study abroad.
3. Improve our students' proficiency in foreign languages.
4. Create incentives for faculty to support study abroad.

b

Increase the quality of student mobility.

1. Create more special programs with top-ranked universities.
2. Create new study abroad scholarships for programs at top-ranked universities.
3. Focus study abroad advising to motivate students to choose top-ranked universities.

STRATEGIES

A. Promote international educational experiences abroad.

2 Faculty Mobility & Research and Development

ACTIONS

CURRENT SITUATION

GOALS 2020

a

Implement a faculty development and hiring plan at and from the best universities in the world.

60% of professors from top 500 universities

75% of professors from top 500 universities

b

Create mechanisms and policies that facilitate and promote faculty mobility.

Do not exist

Will exist

Q
E
P

c

Develop the research function at UDEM.

Incipient

Developed

STRATEGIES

A. Promote international educational experiences abroad.

2 Faculty Mobility & Research and Development

ACTIONS	SPECIFIC ACTIONS
a Implement a faculty development and hiring plan at and from the best universities in the world.	<ol style="list-style-type: none"> Promote faculty development at the best universities in the world. Hire faculty with degrees from the best universities in the world. Invite local specialists with degrees from the best universities in the world as part-time professors.
b Create mechanisms and policies that facilitate and promote faculty mobility.	<ol style="list-style-type: none"> Elaborate a faculty mobility plan for each academic department. Facilitate the participation of professors in international conferences and events.
c Develop the research function at UDEM.	<ol style="list-style-type: none"> Create interdisciplinary research centers in strategic academic disciplines. Stimulate the publication of scholarly articles in internationally refereed journals. Promote and support the registration of patents and other forms of intellectual property. Redesign the faculty classification system.

STRATEGIES

B. Turn UDEM into an international educational experience.

3 International Curriculum

ACTIONS	CURRENT SITUATION	GOALS 2020	
a Internationalize the plans of study.	25% degree of internationalization 27 courses in English 3 foreign languages	50% degree of internationalization 80 courses in English 8 foreign languages	Q E P
b Increase the offer of double degree programs.	9/32 double degree programs	All majors will have a double degree option	Q E P
c Obtain international accreditation of academic programs where possible.	1/32 internationally accredited program	All majors will be internationally accredited	
d Promote the use of the comparative method in teaching.	Used in 19% of courses	Used in 60% of courses	Q E P
e Measure the learning outcomes of internationalization.	INEVA: 62.5 IDI: ND	INEVA: 80 IDI: 60% will get to stage of adaptation	Q E P

STRATEGIES

B. Turn UDEM into an international educational experience.

3 International Curriculum

ACTIONS	SPECIFIC ACTIONS
a Internacionalize the plans of study.	<ol style="list-style-type: none"> 1. Expand the offer of foreign languages. 2. Offer electives within the general education (core) curriculum. 3. Offer more courses with international objectives and contents. 4. Reduce the number of serial courses. 5. Offer new minors with an international orientation.
b Increase the offer of double-degree programs.	<ol style="list-style-type: none"> 1. Offer double-degree programs in different regions. 2. Offer double-degree programs with highly-ranked universities.
c Obtain international accreditation of programs where possible.	<ol style="list-style-type: none"> 1. Identify the respective international accreditation bodies. 2. Elaborate a plan for the corresponding accreditation. 3. Initiate the accreditation processes.
d Promote the use of the comparative method in teaching.	<ol style="list-style-type: none"> 1. Offer more comparative courses (create or redesign). 2. Train faculty in the use of comparative didactic methodologies. 3. Promote virtual mobility (videoconferences, forums, chats, on-line courses, etc.)
e Measure the learning outcomes of internationalization.	<ol style="list-style-type: none"> 1. Evaluate global competencies of UDEM students before entering and upon graduation (INEVA-QEP). 2. Evaluate the degree of intercultural sensitivity of UDEM students (IDI-QEP).

STRATEGIES

B. Turn UDEM into an international educational experience.

4 International Campus

ACTIONS	CURRENT SITUATION	GOALS 2020	
a Increase the number of international students at UDEM.	5% of total resident student population	10% of total resident student population	QEP
b Attract visiting professors from the best foreign universities.	5 visiting professors per year	12 visiting professors per year	QEP
c Promote international academic and non-academic events.	ND	24 events per year	QEP

STRATEGIES

B. Turn UDEM into an international educational experience.

4 International Campus

ACTIONS

SPECIFIC ACTIONS

<p>a Increase the number of international students at UDEM.</p>	<ol style="list-style-type: none"> 1. Identify the specific interests of foreign students. 2. Offer a portfolio of academic and extra-academic activities that are related to the specific interests of foreign students. 3. Implement a program to promote UDEM abroad.
<p>b Attract visiting professors from the best foreign universities.</p>	<ol style="list-style-type: none"> 1. Create mechanisms that facilitate activities that can be offered together with foreign faculty, such as team-teaching or videoconferences, among others. 2. Invite more international guest speakers. 3. Promote the participation of UDEM faculty in the calls for proposals of foreign academic cooperation agencies. 4. Develop faculty exchange programs with our partner universities.
<p>c Promote international academic and non-academic events.</p>	<ol style="list-style-type: none"> 1. Design a program for the exchange and conservation of cultural goods and expressions (traditions, folklore, etc.) 2. Organize events that reflect UNESCO initiatives (peace education, fight against poverty, environmental awareness, human rights, diversity, among others) 3. Promote academic events, simposia, and conferences at UDEM.

STRATEGIES

B. Turn UDEM into an international educational experience.

5 Institutional Culture

ACTIONS

CURRENT SITUATION

GOALS 2020

<p>a Develop administrative and technological systems that support internationalization.</p>	<p>3 of 12 services</p>	<p>All services</p>	
<p>b Equip both the physical and digital campus with a multicultural profile.</p>	<p>Web page in Spanish with a few sections in English. Monocultural signs.</p>	<p>Multilingual web page. Multicultural signs</p>	<p>Q E P</p>
<p>c Create an international institutional image and positioning.</p>	<p>ND</p>	<p>Plan will be developed and implemented.</p>	

STRATEGIES

B. Turn UDEM into an international educational experience.

5 Institutional Culture

ACTIONS	SPECIFIC ACTIONS
a Develop administrative and technological systems that support internationalization.	<ol style="list-style-type: none"> 1. Issue transcripts according to international standards. 2. Adapt credit transfer to international usage. 3. Develop or purchase information systems and databases that support institutional internationalization. 4. Install technology that permits virtual mobility. 5. Develop and implement an evaluation system of IaH activities.
b Equip both the physical and the digital campus with a multicultural profile.	<ol style="list-style-type: none"> 1. Develop a multilingual webpage that includes course offerings and course descriptions. 2. Create bilingual printed materials. 3. Install a multicultural sign system.
c Create an international institutional image and positioning.	<ol style="list-style-type: none"> 1. Develop a positioning plan directed at foreign students, faculty, and university administrators; and UDEM students and their parents. 2. Create relations between the public relations area at UDEM and the corresponding areas at the best universities in the world.

STRATEGIES

C. Build strategic international relations

6 International Relations

ACTIONS	CURRENT SITUATION	GOALS 2020	
a STUDENTS: Increase the number and the quality of the agreements.	28% with top 500 universities 14% with top national universities	40% with top 500 universities 25% with top national universities	Q E P
b PROFESSORS: Build relationships with the best universities worldwide for faculty development.	There are no formal agreements for this purpose	20 agreements with top 500 universities for faculty development	
c DIFFERENTIATION Build international relations on the strengths and strategic projects of UDEM.	40% of exchange students to top 500 universities	55% of exchange students to top 500 universities	

STRATEGIES

C. Build strategic international relations.

6 International Relations

ACTIONS

SPECIFIC ACTIONS

<p>a STUDENTS: Increase the number and the quality of the agreements.</p>	<ol style="list-style-type: none"> 1. Negotiate more agreements in geographic regions of interest and with a limited number of options. 2. Expand the portfolio of agreements in underserved academic disciplines.
<p>b PROFESSORS: Build relationships with the best universities worldwide for faculty development.</p>	<ol style="list-style-type: none"> 1. Prioritize relations with universities in highly developed countries with high educational achievement levels, outstanding scientific production, and many top-ranked universities. 2. Exploit and develop the network of relations of our faculty in top-ranked universities.
<p>c DIFFERENCIATION Build international relations on the strengths and strategic projects of UDEM.</p>	<ol style="list-style-type: none"> 1. Determine the strategic network of relations for each discipline. 2. Assign resources for the construction of strategic international relations ... considering our strengths and strategic projects in: <ul style="list-style-type: none"> • Service Learning • Liberal Arts Education • Leadership Education considering the flexibility of top-ranked universities in: <ul style="list-style-type: none"> • Graduate programs • Continuing Education considering the advice received from international colleagues: <ul style="list-style-type: none"> • Faculty empowerment

CRITICAL FACTORS FOR SUCCESS



	FACTOR	DESCRIPTION
1	Leadership	✓ Assure institutional commitment with the internationalization of UDEM
2	Communication	✓ Inform the different actors about the plan and their respective responsibilities
3	Cooperation	✓ Coordinate the internationalization activities and efforts of the different internal actors: teamwork
4	Relations	✓ Exploit and develop the capital of international relations
5	Resources	✓ Assign adequate resources to the different internationalization agents
6	Students	✓ Emphasize the importance of an international educational experience in all institutional messages
7	Professors	✓ Motivate professors and create incentives for faculty to get involved in internationalization efforts
8	Curriculum	✓ Integrate internationalization in all academic programs and extracurricular activities
9	Institutional Culture	✓ Include elements of internationalization in all substantial functions of the university

IENETWORK

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Universidad de Monterrey
Strategic Plan for the Internationalization of UDEM

for

INTERNATIONALIZING THE CAMPUS

Advancing Curriculum Development and Creatively Integrating International Students into University Life

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