



# Internationalization: Going beyond International Offices A Portuguese Experience

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The globalization of higher education brings together learners and teachers from different systems, creating a heterogeneous and diverse environment. Yet many higher education institutions typically expect foreign students to adapt to their new higher education environments.

*(Kelly and Moogan, 2012).*

# WHAT'S GOING ON!?

*outward-oriented internationalization  
activities (ex. Student recruitment)*

*big increase in the number of the  
international community on campus*

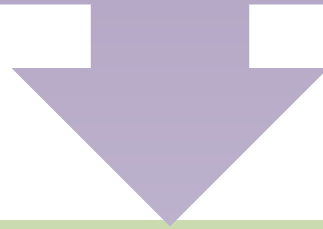
*need to adjust the organization and  
structures of HEIs*

# *The experience of Universidade Católica Portuguesa in Porto*

*Comprehensive Internationalization: inner structure adjustment*



# Comprehensive Internationalization



Need to make adjustments to the organization's inner structure

Understanding  
Comprehensive  
Internationalization  
Concept

Fitting structures to  
ongoing  
internationalization  
processes

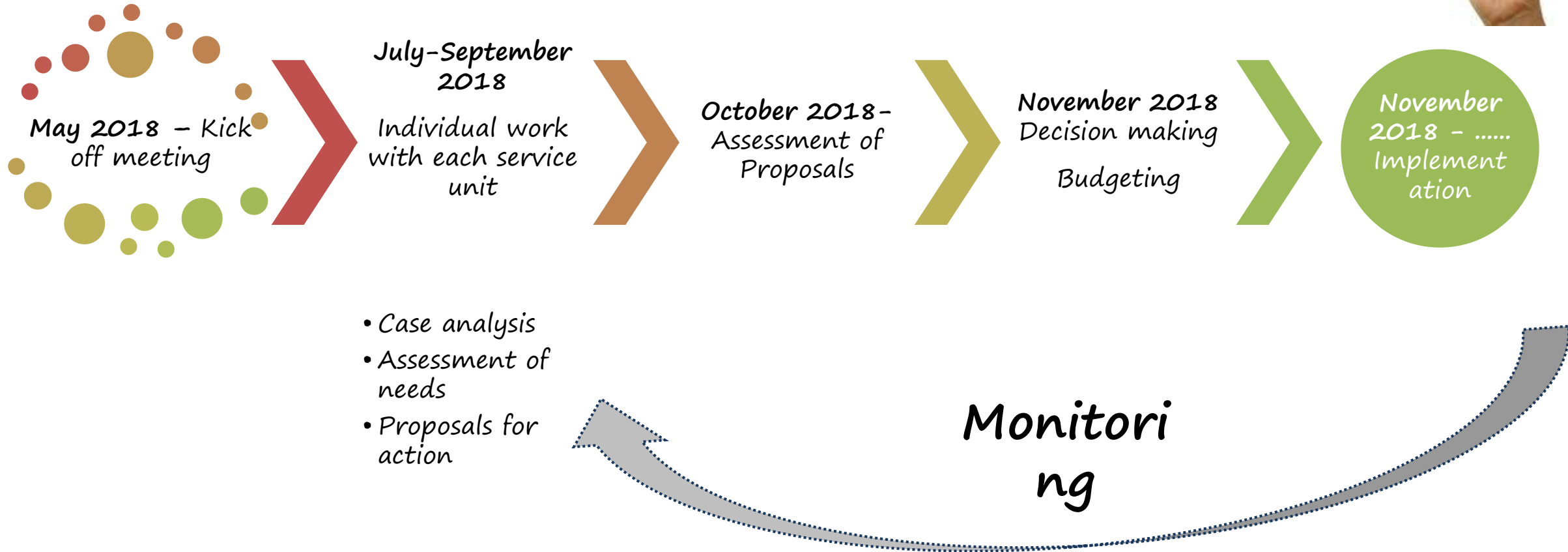
Enhancing HR  
internationalization  
culture

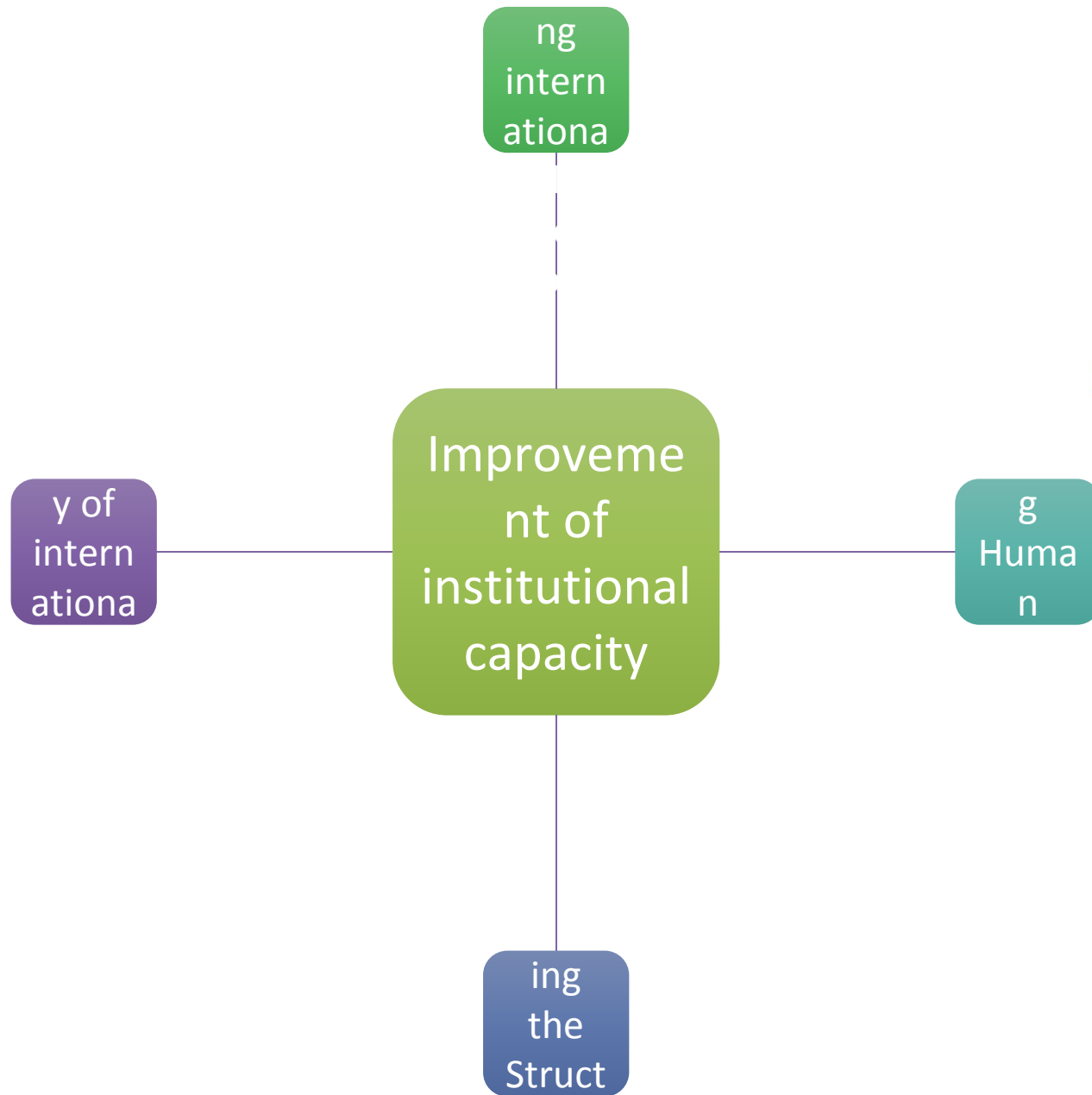
Ensuring sustainability in  
internationalization costs



**THE  
CORE IDEA**







*DIMENSIONS OF INSTITUTIONAL CAPACITY TO BE IMPROVED*



## Understanding international extension

To raise awareness to a new and comprehensive academic community with diverse cultural, social and religious experiences and backgrounds

To raise understanding on the diversity of teaching systems of the partner institutions

To raise awareness of the need to adapt administrative and academic processes;

To raise understanding that the services provided and the actions taken work as a showcase for the country.



## Empowering Human Resources

Developing and  
improving staff English  
skills

Professionalizing IR staff;

Promoting international  
training amongst non  
academic staff outside  
International Offices

## Adjusting the Strucuture

Adjusting  
communication  
tools (Inside and  
outside the  
organization)

Adjusting  
Technological  
infrastructures

Infrastrucutres for  
Accomodation

Setting rules and  
criteria for  
establishing  
international  
partnerships,

## To ensure sustainability of internationalization expenses

Singling out spending on internationalization

Ensuring the adequacy of investment to real needs

Developing intra-institutional cooperation strategies that allow for scale gains

## Main Conclusions

All services showed readiness to consider this matter;

Some services had already noticed the changes on campus and had started to design activities to respond to the challenges that brought by outbound internationalization activities

The implementation of almost all activities is set for the current academic year

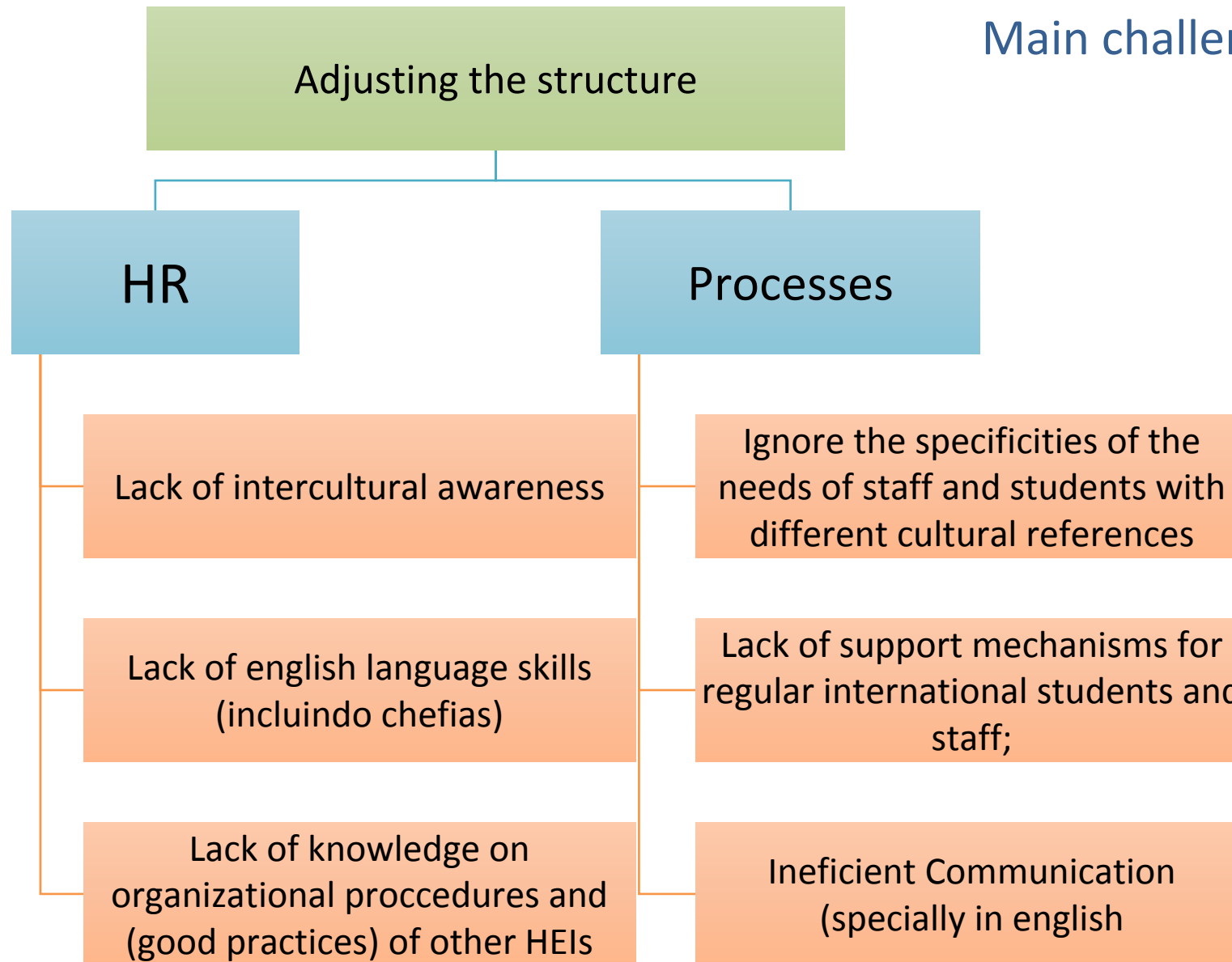
Lack of awareness for issues raised by comprehensive internationalization.

Little engagement of the chief staff in some service units

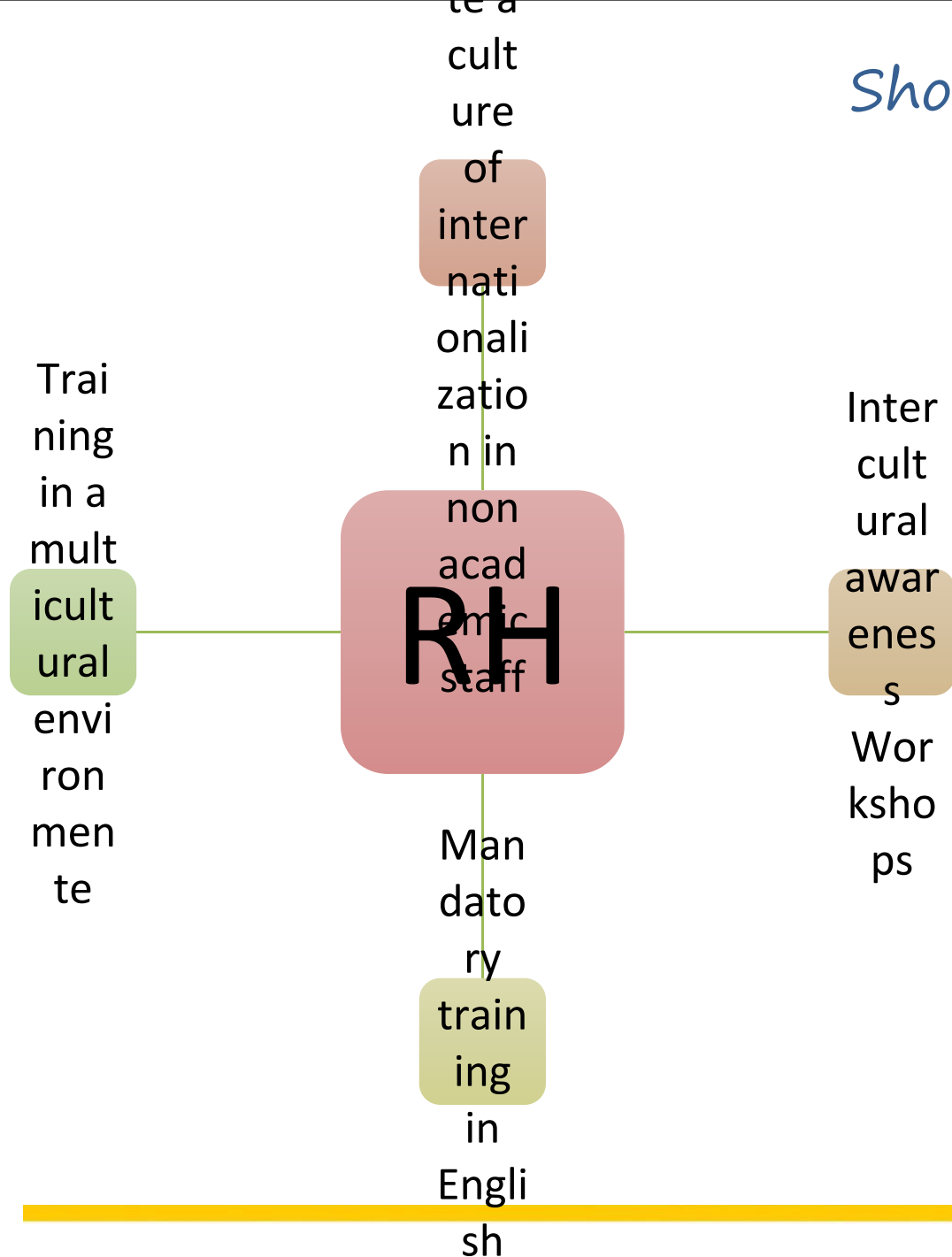
Lack of intercultural awareness by most head of departments;



## Main challenges:

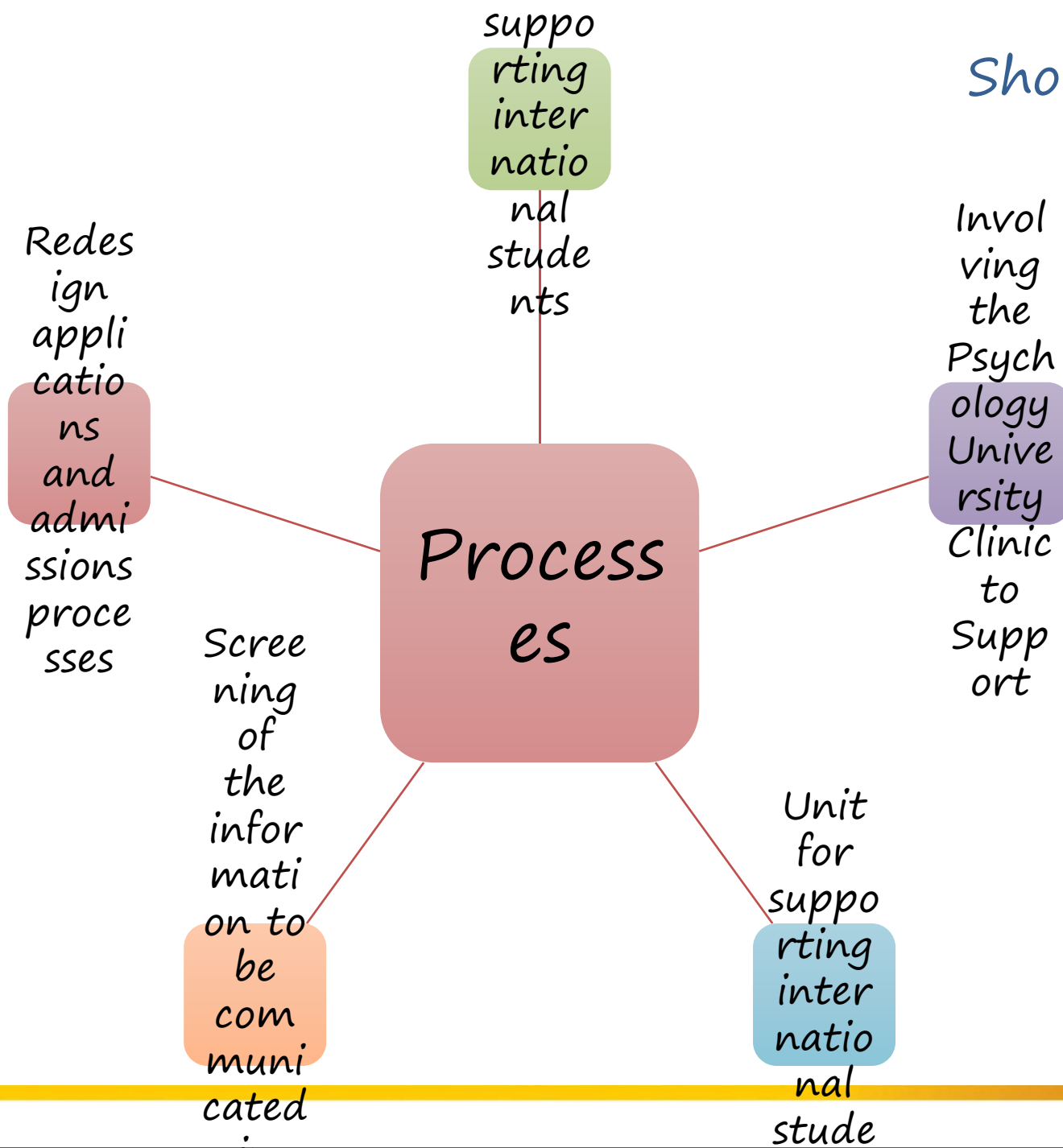


## Short / medium-term action proposals

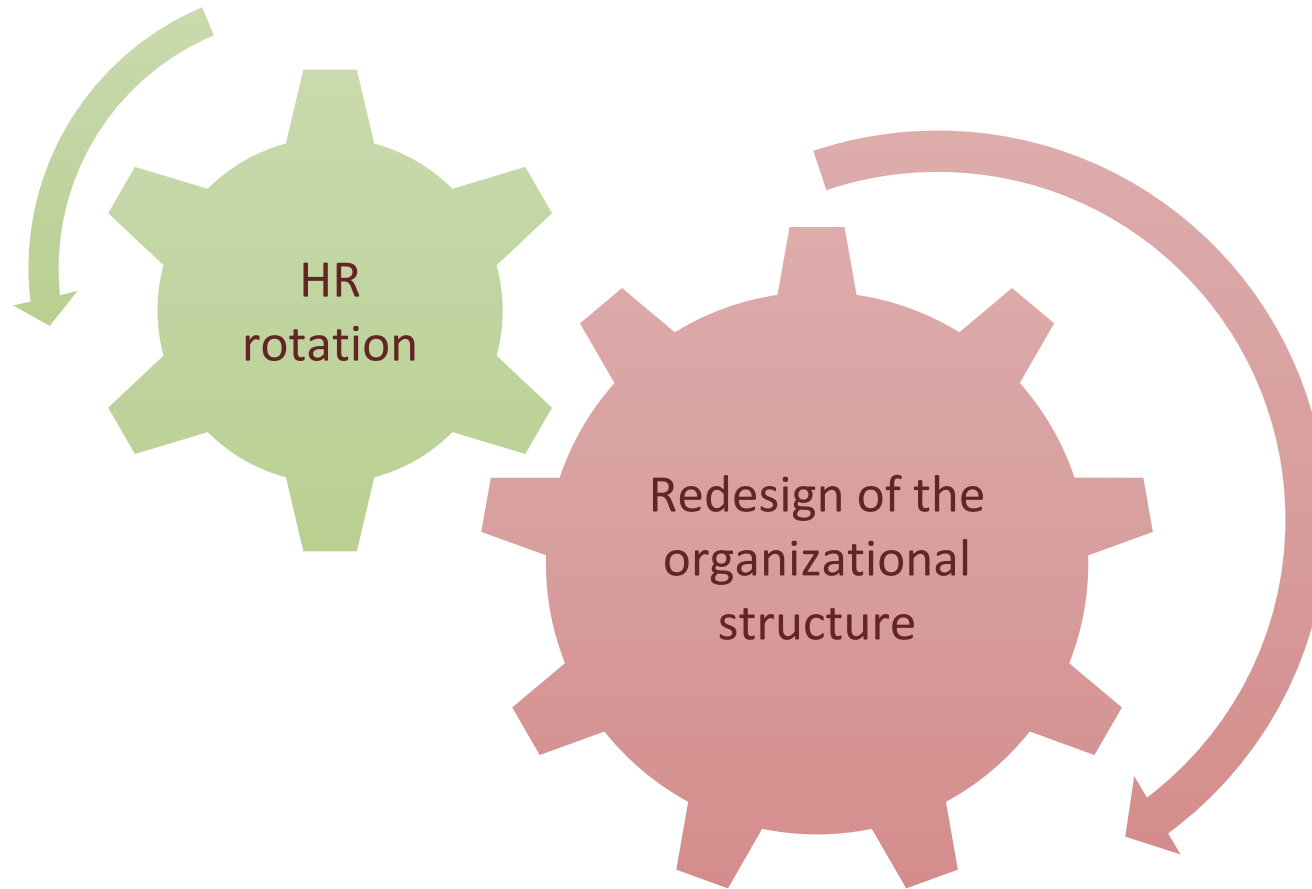




## Short / medium-term action proposals



## Medium-term action proposals





What will be the  
future of  
International Offices,  
if all services are  
engaged in  
internationalization?

A stage with red curtains and a blue spotlight.

*The End*

Thank you!

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