



# Internationalization Plan

# Table of Contents

Introduction	3
ISTEC Lisbon's Internationalization Policy	4
Objectives of the Internationalization Plan	5
Internationalization Plan	9
Plan	10
Plan Monitoring	12

# Introduction

ISTEC Lisbon's Internationalization Plan promotes the internationalization of the institution, expands cultural diversity on campus, strengthens international partnerships and provides global learning opportunities for students, faculty and researchers, and technical, administrative and management staff.

This value that Internationalization assumes in ISTEC Lisbon is demonstrated in the Strategic Plan (2021-2026), which defined under - Internationalization, three key actions, namely:

- a) "Increase the number of agreements with higher education institutions in the European area with similarities of the training offered by ISTEC...",
- b) "To increase the number of students participating in international learning mobility programs. Applications to the Erasmus Program should include a larger number of students applying for a professional internship abroad...",
- c) "Increase the number of incoming and outgoing international mobility programs involving faculty and students."

The Internationalization Policy is operationalized on three fundamental pillars: student mobility, academic cooperation, and strategic partners.

Through student mobility experiences, our students experience different cultures, acquire knowledge in other languages, and develop a global mindset.

Academic cooperation is essential to strengthen the quality and relevance of our institution by stimulating knowledge exchanges, joint research, and sharing of best practices. Through such collaborations, our faculty and researchers will be able to expand their academic horizons, contributing to the advancement of knowledge in their areas of expertise.

Strategic partners play a key role in our internationalization plan, we seek to establish strategic alliances with higher education institutions, companies and organizations around the world, with special emphasis on the European space, to develop joint programs, applied research projects and internship opportunities for students.

In summary, this Internationalization Plan promotes a culture of internationalization throughout our higher education institution, empowering our students, faculty and researchers, and technical, administrative and managerial staff for an increasingly interconnected and global world. We are committed to providing high-quality education, using the latest, globally relevant technology, and preparing our students to become leaders and agents of the digital transition.

# ISTEC Lisbon's Internationalization Policy

ISTEC Lisbon's Internationalization Plan is the cornerstone of the strategy, that defines the goals, objectives and specific actions we intend to implement to promote internationalization.

Recognizing the growing importance of internationalization, we seek an inclusive and open approach that allows students, faculty and researchers, and technical, administrative, and managerial staff to explore international horizons and benefit from a global network of knowledge.

1. Assessment of skills and resources: identify the resources available in the institution, such as qualified personnel, infrastructure and existing international partnerships. Assess the institution's capacity to carry out internationalization activities.
2. Setting goals and objectives: set clear and measurable goals for internationalization, such as increasing the number of international students enrolled, expanding international partnerships, or increasing participation in exchange programs.
3. Development of international partnerships: identify higher education institutions in other countries to establish strategic partnerships. This may include exchange agreements for students, faculty and researchers, collaboration on joint scientific research projects, and joint academic programs.
4. Promoting student mobility: developing exchange and mobility programs for our students that allow them to study in foreign higher education institutions for a set period. This may include, facilitating visa processes, offering scholarships, and integrating academic credits earned abroad.
5. Expanding the offer of international programs: develop joint international academic programs with foreign institutions. Such programs can attract students from different countries and promote academic collaboration, the International Student Regulations have been in effect since 2019.
6. Strengthening intercultural competence: implement activities and initiatives to stimulate intercultural understanding and the adaptation of students and non-teaching staff to the cultural diversity present in the institution.
7. International marketing and communication: develop marketing and communication strategies to promote the institution in the international arena. This includes the use of social networks, participation in international educational fairs, and the creation of promotional materials in different languages.
8. Evaluation and monitoring: establish mechanisms to track, monitor and evaluate the progress of established goals and objectives. This will allow for necessary adjustments and the identification of areas that need improvement.

# Objectives of the Internationalization Plan

Recognizing the growing importance of internationalization, we try to promote an inclusive and open approach that allows students, faculty, researchers, and technical, administrative, and management staff to explore international horizons and benefit from a global network of knowledge.

Thus, ISTECLisbon's Internationalization Policy is established:

**1. Increase cultural diversity:** attract a greater number of international students from different countries, enriching cultural diversity on the Lumiar Academic Campus and stimulating a multicultural learning experience for all students and taking into account the Plan for Gender Equality and Non-Discrimination. Thus, the following points are proposed:

a. Inclusive recruitment and admission: implement recruitment and admission policies that actively seek students from diverse cultural and ethnic backgrounds. This may include creating scholarship programs specifically for minority groups and participating in fairs and events geared toward these communities,

b. Partnerships with organizations and communities: establish partnerships with local organizations and communities that represent diverse ethnic and cultural groups. This can help establish channels of communication and build relationships with potential students, allowing them to learn about and increase interest in the institution,

c. Academic and social support: create academic and social support programs geared toward international students and students from diverse cultural backgrounds. This may include counselling services, support groups, and cultural events that accomplish diversity.

d. Multicultural curriculum: develop a curriculum that includes relevant multicultural perspectives and approaches. This involves incorporating materials, examples, and case studies that reflect cultural diversity in different areas of study,

e. Awareness raising: conduct workshops and awareness-raising activities for the academic community, including faculty, staff and students. This can help raise awareness about the importance of cultural diversity and promote an inclusive and respectful environment.

**2. Expand international partnerships:** establish and strengthen strategic partnerships with higher education institutions in different countries. This may include exchange agreements for students, faculty and researchers, joint research collaboration, and the development of joint academic programs. Key to this is:

a. Assess needs and objectives: identify the areas of study, academic programs, or research projects in which the higher education institution wishes to strengthen its international collaboration. Consider the overall goals of expanding partnerships, such as increasing cultural diversity, facilitating student exchanges, or promoting academic collaboration.

b. Research of target institutions and countries: conduct research to identify higher education institutions and countries that align with ISTECLisbon’s areas of interest and objectives. Considering factors such as academic reputation, specialities, rankings, existing exchange programs and research areas.

c. Establishing contacts and networking: attending academic conferences, international events and educational fairs to establish contacts with representatives of foreign higher education institutions. Use professional social media and academic collaboration platforms to connect with potential partners.

d. Visit higher education institutions and promote ISTECLisbon: consider visits to higher education institutions abroad. During these visits, discuss possibilities for academic collaboration, student exchange and partnerships in research projects,

e. Develop cooperation agreements: work closely with the Office of International Mobility to develop cooperative agreements with identified partner institutions. With these agreements, establish the framework for academic collaborations, student exchanges, joint research and other programs.

f. Stimulate academic collaboration: encourage knowledge exchange and collaboration among faculty and researchers with partner higher education institutions.

g. Maintain communication and partnership: maintain regular and ongoing communication with partner institutions. This may include virtual meetings, reciprocal visits, sharing of academic resources, and updates on collaboration opportunities.

**3. Promote student mobility:** Facilitate students’ participation in international exchange and mobility programs, allowing them to study in foreign institutions for a set time period and gain international experience. To achieve this goal, it is important to:

a. Disclose exchange programs: inform students about available exchange programs, such as scholarships, academic exchange programs, or international internships.

b. Hold educational fairs and events: organizing educational fairs and events that bring together students, representatives of higher education institutions, and businesses, this allows students to learn about the possibilities of studying abroad and interact with people who have had these experiences.

c. Supporting students financially: offering scholarships or other forms of financial support to help students fund their studies abroad. This can include partnerships with companies, patrons, or public institutions to fund international mobility programs.

d. Provide information and guidance: provide comprehensive guidance to students interested in studying abroad. This may include information on visa requirements, housing options, academic programs, and assistance in planning their international experience.

e. Facilitate credit transfer: working closely with the student’s institution of origin to ensure that credits earned can be transferred and recognized in the student’s curriculum. This helps encourage students to pursue international mobility opportunities without compromising their academic progress.

**4. Increase participation in international research projects:** promote collaboration with foreign institutions and encourage participation in international research projects to expand the reach and impact of ISTECS Lisbon on the international scene. To achieve this goal, it is necessary to:

a. Discloser of research projects: keep members of the academic community informed about international research project opportunities available, making this information available through digital means (newsletters and on the website).

b. Encourage participation in academic networks: encourage faculty and researchers to participate in international academic research networks.

c. Offer support in acquiring funding: help faculty and researchers identify and apply for funding for international research projects. Inform about available funding sources such as grants, research programs and academic foundations and assist in creating proposals.

d. Promote academic mobility: encourage faculty and researchers to achieve research projects using academic mobility in international institutions. This can be done in short-term exchanges, research internships or invitations to participate in collaborative projects in other countries.

e. Organize research promotion events: hold international conferences, symposia and workshops to attract researchers, these events are an excellent opportunity to share knowledge, establish contacts and identify possible collaborations on research projects.

**5. Develop international academic programs:** create joint international academic programs or double degree programs in partnership with foreign institutions. Such programs can attract students from different countries and provide a global perspective for students' education. To do so, we must:

a. Conduct research and analysis: conduct research to identify areas of study or academic programs that are attractive to international students. Analyse global market trends to align programs with current and future needs.

b. Develop international curricula: adapt and develop curricula that are attractive to international students. Include courses in foreign languages or have an interdisciplinary approach.

c. Establish admission criteria: define clear admission criteria for international students interested in participating in academic programs. Provide adequate support to students, including visa assistance, pre-departure orientation, accommodation services, and academic support.

d. Promote the programs: disclose the international academic programs through marketing campaigns targeted at international students, create promotional materials, participate in international educational fairs, and use social media;

e. Provide institutional support: ensure that ISTECS Lisbon provides adequate administrative support and resources for the implementation and management of international academic programs.

**6. Increase international visibility:** raise the institution's profile globally through international marketing and communication strategies. This may include participation in international educational fairs, creation of promotional materials in different languages, and effective use of social media platforms. To achieve this global goal, it becomes necessary:

a. Develop a global marketing strategy: create a specific marketing strategy to reach an international audience. Identify the most relevant communication channels for the target audience, such as social media, multilingual websites, promotional materials, and advertisements in international publications.

b. Strengthen online presence: increase the visibility of the institution on the Internet by creating an attractive website, updated and with versions in several languages. Optimize the site with search engines (SEO) and use digital marketing strategies, such as online advertising and relevant content.

c. Participate in international fairs and events: be present at international educational fairs and relevant academic events to promote the institution and interact directly with potential international students.

d. Promote international research and publication: encourage faculty and researchers to publish their work in international scientific journals and participate in international conferences.

e. Strengthen partnerships with business and the public sector: establish connections with business and public sector organizations, both locally and internationally this may include collaborations in applied research and internship programs.



# Internationalization Plan

This Internationalization Plan was drawn up in October 2021 and should be in effect by the end of 2023.

To operationalize ISTECLisbon's Internationalization Policy, the following plan was elaborated, with a two-year timeframe (2022-2023):



# Plan

	Actions	Temporal Horizon		Responsibility
		2022	2023	
INTERNATIONALIZATION	Creation of the Office of Educational Projects and Internationalization.	X		ISTEC Management
	Implementation of the ISTEC Lisbon website, updated, complete and with explanatory capacity, in English. The English version currently available on the site should be thoroughly updated and revised.	X	X	- GIS - IT and Systems Office - GCRP - Communications and Public Relations Office - GPEI - Office of Educational Projects and Internationalization
	Course contents in English.	X	X	- Course Directors and Coordinators - GPEI - Office of Educational Projects and Internationalization
	Promotion of existing infrastructures to support international students and users of international mobility programs (e.g., RECALL).	X	X	- GPEI - Office of Educational Projects and Internationalization
	Establish contact with the various foreign organizations, within its scope, with a view of establishing/strengthening partnerships as well as establishing new cooperation agreements.	X	X	- GPEI - Office of Educational Projects and Internationalization
	Increase in partnerships with international economic agents.	X	X	- GPEI - Office of Educational Projects and Internationalization
	Encourage participation in international fairs and events.		X	- ISTEC Management - GCRP - Communications and Public Relations Office - GPEI - Office of Educational Projects and Internationalization
	Increase ISTEC Lisbon's cross-border visibility either by promoting events or by strengthening the presence and representation in supranational organizations.	X	X	- GPEI - Office of Educational Projects and Internationalization
	Creation of academic and social support programs for international students and students from different cultural backgrounds.	X	X	GPEI - Office of Educational Projects and Internationalization

INTERNATIONALIZATION	Encourage application to more Erasmus + K2 projects.	X	X	- ISTE Management - GPEI - Office of Educational Projects and Internationalization
	Encourage application to Horizon Europe and Action K1 projects.		X	- ISTE Management - GPEI - Office of Educational Projects and Internationalization
	Establish links and exchange of information with higher education institutions, companies and international partner networks.	X	X	- GPEI - Office of Educational Projects and Internationalization
	Promote and manage international mobility application processes, including the attribution of scholarships.	X	X	- GPEI - Office of Educational Projects and Internationalization
	Coordinate and support actions in the scope of internationalization of teaching, cooperation and academic mobility.	X	X	- GPEI - Office of Educational Projects and Internationalization
	Promote applied research projects, in partnership with foreign higher education institutions.	X	X	- GPEI - Office of Educational Projects and Internationalization
	Promote applied research projects, in partnership with international agents.	X	X	- GPEI - Office of Educational Projects and Internationalization
	Participation in international applied research networks.	X	X	- GPEI - Office of Educational Projects and Internationalization
	Recruitment of international talents (teachers, researchers or students).	X	X	- GPEI - Office of Educational Projects and Internationalization
	Discloser of the Erasmus + mobility programs and the incentives available to the academic community of ISTE Management Lisbon.	X	X	- GPEI - Office of Educational Projects and Internationalization
	Promote, support and monitor international student mobility programs.	X	X	- GPEI - Office of Educational Projects and Internationalization
	Promote, support and monitor international mobility programs for faculty members.	X	X	- GPEI - Office of Educational Projects and Internationalization
	Promote, support and monitor international mobility programs for researchers.	X	X	- GPEI - Office of Educational Projects and Internationalization
	Promote, support and follow up international mobility programs for technical, administrative and management staff.	X	X	- GPEI - Office of Educational Projects and Internationalization

# Plan Monitoring

The monitoring plan to assess progress towards internationalization goals will be the responsibility of ISTECLisbon's Management, ITA's Management (instituting entity), ISTECLisbon's Secretary-General, the President of the Scientific-Technical Council and the Coordinator of the GPEI - Office of Educational Projects and Internationalization, may include key performance indicators, this should be monitored every two years.