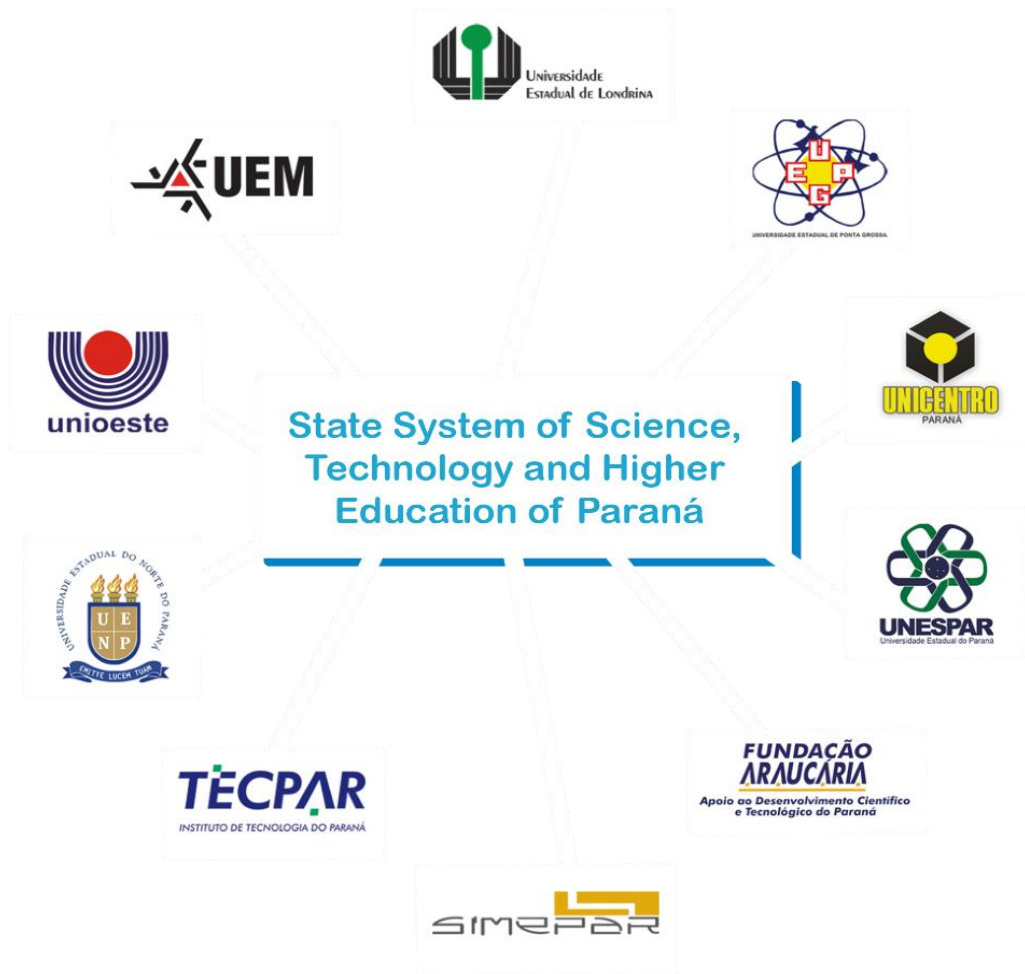


**LEADERSHIP ON INTERNATIONALIZATION:
STATE UNIVERSITIES OF PARANÁ AND CARDIFF METROPOLITAN
UNIVERSITY**



**Cardiff
Metropolitan
University**

June, 2018

SUMMARY

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SCHEDULE

June 16th – Saturday

weather forecast: 3°C – 8°C

11h50: Arrival in Foz Do Iguaçu, (Cataratas)

14h: Technical visit at Itaipu hydroelectric power plant

June 17th – Sunday

weather forecast: 7°C – 20°C

9h: Iguaçu Waterfalls tour

13h: Lunch

14h30: Bird's Park tour

June 18th - Monday

weather forecast: 11°C – 21°C

Preparatory Meeting at Bella Italia Hotel (Scoping)

09:00 – 12:00: Preparatory meetings – Cardiff Met + International Directors – Bella Italia Hotel

12:30 – 13:30: Networking Lunch

14:00 – 17:00: Preparatory meetings – Cardiff Met + International Directors – Bella Italia Hotel

June 19th – Tuesday

weather forecast: 11°C - 25°C

The WHY of Internationalization (Purpose)

Local: PTI – sala: Mercosul 1

13:00 – 14:00	Networking Lunch (Local: PTI main restaurant)		
14:00 – 14:30	Introduction	Aboubakr Fathalla	
14:30 – 15:00	S1 – The Importance of Vision	Alfredo Moscardini	Changing vision of universities; Needs for next decade.
15:00 – 16:00	S2 – Cardiff Metropolitan University; Internationalisation Vision	Aboubakr Fathalla	Why is internationalisation important? What is TransNational Education? Cardiff Met International Office case study.
16:00 – 16:30	Networking Break		
16:30 – 17:30	S3 – The Bologna process	Fiaz Hussain	Principles and latest initiatives in the Bologna process; Fairness, transparency and Diversity.
17:30 – 18:30	S4 – Workshop	Group session	To establish an international vision for State Universities of Paraná.
20:00	Dinner at Rafain Churrascaria – R\$ 45,00 per person (Address: Avenida das Cataratas, 1749, Vila Yolanda)		

June 20th – Wednesday

weather forecast: 13°C – 26°C

Research

Local: PTI – sala: Mercosul 1

10:00 – 11:00	S5 – Research from an international perspective	Fiaz Hussain	Type of research: Funding: Administration of PhD process; Improve rankings through data management.
11:30 – 12:30	S6 – Running Research partnerships	Alfredo Moscardini	Processes, Supervision of PhD students, monitoring and quality of graduate studies.
13:00 – 14:00	Networking lunch		
14:00 – 16:30	S7 – Workshop	Group session	Formalising a Research strategy for the State Universities of Paraná consortium; Discuss British Council programme.
16:30 – 17:00	Closing session	Alfredo Moscardini	Conclusion.
18:30	Argentina by Night (Van – Naipi Turismo, R\$ 40,00 per person)		

June 21st – Thursday

weather forecast: 15°C – 27°C

The HOW of Internationalization (Capacity Building)

Local: PTI – sala: Mercosul 1

10:00 – 11:00	S8 – University Management	Alfredo Moscardini	Structure determines behavior; Knowledge management.
11:30 – 12:30	S9 – Leadership	Fiaz Hussain	Strategy, Motivation and Quality Control.
13:00 – 14:00	Networking lunch		
14:00 – 15:00	S10 – International partnerships	Aboubakr Fathalla	National Qualification Framework, Understanding partner needs, Language, Welfare of students.
15:00 – 16:30	S11 – Workshop	Group session	How State Universities of Paraná will build its capacity to achieve its vision.
16:30 – 17:00	Wrap up Session	Aboubakr Fathalla	
	Dinner – free option		

June 22nd - Friday

weather forecast: 15°C – 27°C

WHAT is needed to sustain the vision (Outcomes)

Local: PTI – sala: Mercosul 1

10:00 – 11:00	S12 – The Benefits of Internationalization	Fiaz Hussain	What are the opportunities for State Universities of Paraná.
11:30 – 12:30	S13 – Sustainability	Alfredo Moscardini	What outcomes are expected; Introduction to final workshop.
13:00 – 14:00	Networking Lunch		
14:00 – 16:30	S14 – Planning for the future; Preparing a Roadmap	Group session	The future of Internationalization for State Universities of Paraná.
16:30 – 17:00	Wrap up Session		
17:00 – 17:30	Closing session and remarks	Aboubakr Fathalla	
	Dinner suggestion: Bella Italia Hotel (Noite Italiana ou À la carte requintado)		

DELEGATION

ABOUBAKR EL HASSAN ALY LOUTFY FATHALLA	Cardiff Metropolitan University	
ALFREDO OSVALDO MOSCARDINI	Cardiff Metropolitan University	
FAIAZ HUSSAIN	Cardiff Metropolitan University	
NILCEU JACOB DEITOS	Diretoria Técnica e Científica da Fundação Araucária Araucária Foundation Technical and Scientific Directory	
DÉCIO SPERANDIO	Secretário de Estado da Ciência, Tecnologia e Ensino Superior State Secretary of Science, Technology and Higher Education	
SYDNEI ROBERTO KEMPA	Vice-Reitor Vice-Rector	Unespar
GISELE MIYOKO ONUKI	Diretora do Escritório de Relações Internacionais Head of the International Office	Unespar
NADIA MOROZ LUCIANI	Chefe da Divisão de Programas e Projetos do ERI Head of the Programs and Projects Division of the International Office	Unespar
CARLOS ALEXANDRE MOLENA FERNANDES	Pró-Reitor de Pesquisa e Pós- Graduação Provost of Research and Graduation	Unespar
CARMEN SILVIA ROCCHI DE BARROS PINTO	Chefe de Divisão de Projetos e Convênios Head of the Projects and Agreements Division	Unespar
ALDO NELSON BONA	Reitor Rector	Unicentro

LUÍS PAULO GOMES MASCARENHAS	Diretor do Escritório de Relações Internacionais Head of the International Office	Unicentro
MARCOS VENTURA FARIA	Pró-Reitor de Pesquisa e Pós-Graduação Provost of Research and Graduation	Unicentro
MIGUEL SIDENEI BACHELADENSKI	Chefe da Divisão de Programas Internacionais – Head of the International Programs Division	Unicentro
MÁRCIO ANDRÉ MARTINS	Diretor de Ensino Teaching Director	Unicentro
MAURO LUCIANO BAESSO	Reitor Rector	UEM
SILVANA MARQUES DE ARAÚJO	Escritório de Cooperação Internacional International Cooperation Office	UEM
CASSIO DAVID DA SILVA	Mobilidade Internacional/Nacional National and International Mobility	UEM
RENATO LEÃO REGO	Cursos de Pós-graduação Graduation Courses	UEM
ROSÂNGELA ALVES	Programa Idiomas Sem Fronteiras Languages without Borders	UEM
JOSÉ PAULO DE SOUZA	Cursos de Pós-graduação Graduation Courses	UEM
SANDRA MARA SCHIAVI BANKUTI	Acordos Internacionais International Agreements	UEM
GISELE ALVES DE SÁ QUIMELLI	Vice-Reitora Vice-Rector	UEPG
OSNARA MARIA MONGRUEL GOMES	Pró-Reitora de Pesquisa e Pós-graduação Provost of Research and Graduation	UEPG

JAREM RAUL GARCIA	Diretor do Escritório de Relações Internacionais Head of the International Office	UEPG
MIGUEL ARCHANJO DE FREITAS JÚNIOR	Pró-Reitor de Graduação Provost of Undergraduation	UEPG
MARILISA DO ROCIO DE OLIVEIRA	Pró-Reitora de Extensão e Assuntos Culturais Provost of Extension and Culture	UEPG
AMAURY DOS MARTYRES	Pró-Reitor de Assuntos Administrativos Provost of Administration	UEPG
SILVIANE BUSS TUPICH	Pró-Reitora de Recursos Humanos Provost of Human Resources	UEPG
AMAURI ALCINDO ALFIERI	Pró-Reitor de Pesquisa e Pós-Graduação Provost of Research and Graduation	UEL
ARTHUR EUMANN MESAS	Diretor de Pesquisa Research Director	UEL
FABIO DE OLIVEIRA PITTA	Assessor de Relações Internacionais International Officer	UEL
FÁTIMA APARECIDA DA CRUZ PADOAN	Reitora Rector	UENP
FABIANO GONÇALVES COSTA	Vice-Reitor Vice-Rector	UENP
ELIANE SEGATI RIOS REGISTRO	Coordenadora de Relações Internacionais Coordinator of International Relations	UENP
BRUNO AMBROZIO GALINDO	Pró-Reitor de Planejamento e Avaliação Provost of Planning and Evaluation	UENP
PAULO SÉRGIO WOLFF	Reitor Rector	Unioeste
MOACIR PIFFER	Vice-Reitor Vice-Rector	Unioeste

PERY FRANCISCO ASSIS SHIKIDA	Assessor de relações internacionais e interinstitucionais International Officer	Unioeste
RAFAEL MATTIELLO	Assessor adjunto de relações internacionais e interinstitucionais Associate International Officer	Unioeste
GABRIELA DAIANA CHRIST	Assessora de Internacionalização International Office Adviser	Unioeste
SANDRA REGINA BELOTTO	Pró-Reitora de Extensão Provost of Outreach	Unioeste
SILVIO CÉSAR SAMPAIO	Pró-Reitor de Pesquisa e Pós-Graduação Provost of Research and Graduation	Unioeste
ALEXANDRE ALMEIDA WEBBER	Diretor de Campus Cascavel Cascavel Campus Director	Unioeste
OSCAR KENJI NIHEI	Vice coordenador do Programa de Pós-Graduação em Sociedade, Cultura e Fronteiras Vice-coordinator of the Graduation Program in Society, Culture and Borders.	Unioeste
DENISE ROSANA DA SILVA MORAES	Coordenadora do programa de Pós-Graduação em Sociedade, Cultura e Fronteiras Coordinator of the Graduation Program in Society, Culture and Borders.	Unioeste
GILMAR RIBEIRO DE MELLO	Diretor de Campus Francisco Beltrão Francisco Beltrão Campus Director	Unioeste
REMI SCHORN	Diretor de Campus Toledo Toledo Campus Director.	Unioeste
LUANE NORONHA DOS SANTOS	Assessoria de Comunicação Social Media Advisory	Unioeste

PROJECT: LEADERSHIP ON INTERNATIONALIZATION

Project summary and activity plan

The project will introduce the internationalization element in the partner Brazilian Universities, more specifically in the seven State Universities of Paraná, with particular focus on their overall vision, mission, strategic planning and the implementation of an international strategy, including, but not limited to forms of partnerships, such as transnational education (TNE). The components of successful leadership for international partnerships will be explored. Partners will be able to identify the key features of a strategy and implementation plan, which can be developed in their institutions or departments. The proposal will focus on current, potential and aspiring leaders from the each of the partner institutions.

The primary aim of will be to enable senior leaders to develop leadership skills and know-how that will enhance the internationalization agenda and to develop the skills needed for a comprehensive, strategic and beneficial international strategy for their institutions. The project will specifically deliver on the following outcomes:

- a. To understand the importance of incorporating internationalization goals into the University's overall vision, mission and strategic planning.
- b. To look at ways of implementing an international strategy.
- c. To introduce a range of opportunities afforded by internationalization.
- d. To explore the components of successful international partnerships.
- e. To enable participants to identify the features of a strategy and to realize a corresponding implementation plan for development within their institutions.
- f. To establish sustainability plan for international strategies.

The two phase programme will aim at:

1. Rectors
2. Vice-Rectors
3. International Officers
4. Directors and Programme Coordinators.

Phase one:

A five days comprehensive workshop will be delivered by Cardiff Met senior staff to the consortium in Brazil. It will be issue centred and analytically focused on issues that are relevant to the Universities of Brazil in their present stage of international development. Phase one will be an opportunity for the consortium to scope, identify and plant the proposed strategy pending phase two.

Phase two:

Will be taking place in the United Kingdom, two to three members from each partner institutions will be visiting a group of HE institutions, including Cardiff Met and other leading Universities in the UK to look into leadership in internationalization best practice, and to establish best fit for the Brazilian HE sector, phase two will also provide the platform for the project partners to start partnership discussions for future collaboration between Brazil and UK HE sectors.

Need for the capacity building intervention

Building sustainable communities is an important aspect of achieving sustainable development. Evaluation and programme planning on sustainable development are thus of great relevance. Universities have a key role to play within communities to engage with stakeholders and to contribute to capacity building,

Cardiff Met, utilizing its significant experience in internationalization, suggests the importance of management and information systems to capture initiatives, as well as strong leadership to co-ordinate capacity building activities. Universities should ensure that skilled and adequate technical and human resources are developed to guarantee that the right collaborative learning skills are nurtured and that enabling platforms are developed to facilitate mutually benefiting collaboration. Additionally, a continuous dialogue with community stakeholders and government (local and national) is also crucial to feed investment into projects aimed at capacity building between HEIs and community and to support collaborations.

For Universities to maximize their contribution towards sustainable development, it will be important to expand their externally facing efforts to build capacity for sustainable development within local communities. Future research needs to consider how to capture and develop synergy from the range of activities and approaches that

individual academics undertake and to develop tools to capture impacts but also to consider how to more critically evaluate processes.

At the same time, it is essential to measure the extent to which these projects contribute to research within Universities (and are valued as such), as well as the extent to which they enhance learning and practice within communities.

What seems more important at this time is to develop further understanding of the processes that secure the greatest engagement and the highest perceived positive outcomes.

Universities have a critical role to play in contributing to sustainable development; they will fall short in that role if they do not priorities learning with community stakeholders and contributing to local change for sustainable development.

The aim of this project is to improve the leadership, governance and management of the seven state universities of Paraná, Brazil, affiliated to ABRUEM. The principality of Wales is small but united in its culture and intent. There are seven Universities of which Cardiff Metropolitan University is the leading international contributor and a consortium led by Cardiff Met would be a good match to the consortium with the universities involved in this project.

The project will respond to the Modernization Agenda of the European Union and also to the need to invest in people, to support future leaders and encourage the internationalization of higher education management at all levels.

The project aims to achieve the following two comprehensive internationalization facets:

1. To identify common gaps and requirements in the University management structure and deliverance within the seven consortium State Universities of Paraná, Brazil. This will be achieved by a thorough scoping exercise (phase one), which focuses on key issues raised by the partners themselves. We are confident that issues raised will be addressed and will assist in filling any perceived deficiencies in the management overlay of the institutions.

2. To share best practices resident in UK Universities (phase two)

This objective will be achieved in the follow up visit to Wales. A tour of all the Welsh Universities will be arranged, which will pave the way for collaborative discussions to be undertaken and appropriate activities identified for realizing an international linkage programme between the Welsh and the seven State Universities of Paraná, Brazil.

Value added by each partner

Cardiff Metropolitan University (Cardiff Met) has developed and delivered several successful programmes for University leaders through the British Council capacity building funding scheme such as the Philippines – Leadership Capacity Building for South Manila Education Consortium in 2016 and Ukraine – Internationalization for relocated Universities in Ukraine in 2017. It has also successfully delivered a number of Erasmus+ projects including Leadership for Higher Education Management – LHEM (2009-4882) and Building Capacity in University Management –BUCUM (2012-3077). As project lead, Cardiff Met will be in prime position to share and disseminate the requirements for effective international strategies and to capacity build the leadership of the Brazilian institutes (phase one). Cardiff Met will then arrange and facilitate the strengthening of the internationalization agenda through dedicated communication between Welsh and Brazilian Universities (phase two).

Universidade Estadual de Londrina - UEL, with its well-established presence in south Brazil, will provide dissemination of the project outcomes and also sustainability of the project objectives and future plans in Brazil.

Universidade Estadual de Maringá – UEM, with its strong traditional roots in HE sector in Brazil and also its strategic location in the northwest of Parana, will offer the project with access to the highest multidiscipline number of graduates and courses, which in turn will provide an excellent platform for engagement and sustainability.

Universidade Estadual de Ponta Grossa – UEPG, as one of the best universities in Brazil, will provide the project with high quality members of staff in writing the project material and context. It will also play a major role in disseminating the project internally and also internationally.

Universidade Estadual do Oeste do Paraná – Unioeste, will provide operational support to the project activities in Brazil. It will also engage with all project activities in country and overseas.

Universidade Estadual do Centro-Oeste do Paraná – Unicentro, will develop needed platform for project dissemination activities in Brazil as well as participating in all project activities in country and overseas.

Universidade Estadual Do Norte do Paraná – UENP, with its cutting-edge research capabilities, will provide knowledge and skills needed to explore further research opportunities between Brazil and UK.

Universidade Estadual do Paraná – Unespar, with its established seven campuses across the state of Parana, will provide access to significant number of personnel (students and faculty staff) and also be able to monitor the implementation of the project activities in Brazil to maximize outcomes for a sizeable audience.

PARANÁ STATE

The State of Paraná is one of the 27 federative units of Brazil and it is located in the Southern Region of Brazil, neighboring the States of Santa Catarina, São Paulo, Mato Grosso do Sul and the countries of Argentina and Paraguay.



Paraná State Data	
Population	11.320.892 inhabitants
Number of students at Public State Universities	92.448 students in undergraduation and graduation courses
Number of Public State Universities Campuses	33 campuses
Paraná State Domestic Gross Product	R\$ 348.1 billions (Reais)

STATE UNIVERSITIES OF PARANÁ

	Unioeste	Unespar	Unicentro	UEM	UEPG	UEL	UENP
Stablished	1994	2001	1990	1969	1969	1970	2006
Students	13.905	9.277	12.625	20.969	11.655	18.817	5.200
Campuses	5	7	7	7	3	1	3
Professors	1.199	948	861	1.482	906	1682	400
Staff	1.884	1.077	1242	2.572	770	3841	141
International Rankings	61° colocada no Ranking Folha Universitária	176° colocada no Ranking Folha Universitária	100° colocada no Ranking Folha Universitária	2016/2017 – Times High Education University Ranking 24° colocada no Ranking Folha Universitária Latin American – 36°/40° No Brasil – 20° No mundo – 801° 2016 – QS Worldwide University Ranking – BRICS – 151°/200° LatAm Univerity Ranking – 111° 2016/2017 – University Ranking by Academic Performance – URAP No Brasil – 22° No Mundo – 1059°	THE World 801 - 1000 THE Latin America 61 - 71 QS Rankings 53° colocada no ranking Folha Univerisitária	THE 51-60 America Latina e +1000 Mundo QS Rankings Mundo 801-1000 America Latina 95ª BRICS 151-160 25° colocada no Ranking Folha Universitário	158° colocada no ranking Folha Universitária
End date of the management mandate	31/12/19	31/12/2020	31/12/2019	09/10/2018	31/08/2022	09/06/2022	31/12/2022
Authority present	Paulo Sérgio Wolff (Reitor) e Moacir Piffer - (vice-reitor)	Sydnei Roberto Kempa (Vice-Reitor) 19/06	Aldo Nelson Bona (Reitor)	Mauro Luciano Baesso (Reitor)	Gisele Alves de Sá Quimelli (Vice-Reitora)	Fabio de Oliveira Pitta (Assessor de Relações Internacionais)	Fátima Aparecida da Cruz Padoan (Reitora) Fabiano Gonçalves Costa (vice-Reitor)

Leadership on Internationalization:
State Universities of Paraná and Cardiff Metropolitan University

GRADUATION PROGRAMS AT THE PARANÁ STATE UNIVERSITIES

These are the graduation programs at the Paraná State Universities which were evaluated with grade 5 or higher (from 1 to 7) by CAPES (Coordination for the Improvement of Higher Level Personnel).

Western Paraná State University – Unioeste

Area of knowledge	Graduation Program	Grade by CAPES
AGRARIAN SCIENCES	AGRICULTURAL ENGINEERING	5
AGRARIAN SCIENCES	AGRONOMY	5
LINGUISTICS AND LITERATURE	LINGUISTICS AND LITERATURE	5
URBAN AND REGIONAL PLANNING	REGIONAL DEVELOPMENT AND AGRIBUSINESS	5

Maringá State University – UEM

Area of knowledge	Graduation Program	Grade by CAPES
ASTRONOMY AND PHYSICS	PHYSICS	5
BIODIVERSITY	WATER ENVIROMENTS AND ECOLOGY	6
FOOD SCIENCES	FOOD SCIENCES	5
AGRARIAN SCIENCES	ASGRONOMY	6
AGRARIAN SCIENCES	GENETICAL ENHANCEMENT	5
BIOLOGICAL SCIENCES	CELL BIOLOGY	5
NURSING	NURSING	5
ENGENIREEING	CHEMYCAL ENGENIREEING	6
PHARMACY	PHARMACEUTICAL SCIENCES	5
PHARMACY	BIOCIENCES AND PHYSIOPATHOLOGY	5
GEOGRAPHY	GEOGRAPHY	5
LINGUISTICS AND LITERATURE	LINGUISTIC AND LITERATURE	5
MATHEMATICS	MATHEMATICS	5
MEDICINE	HEALTH SCIENCES	5
CHEMISTRY	CHEMISTRY	6
ANIMAL HUSBANDRY	ANIMAL HUSBANDRY	6

Londrina State University – UEL

Area of knowledge	Graduation Program	Grade by CAPES
BIOTECHNOLOGY	BIOTECHNOLOGY	5
AGRARIAN SCIENCES	AGRONOMY	5
BIOLOGICAL SCIENCES	MICROBIOLOGY	5
PHYSICAL EDUCATION	PHYSICAL EDUCATION	5
TEACHING	TEACHING OF SCIENCES AND MATHEMATICS	7
LINGUISTICS AND LITERATURE	LANGUAGE STUDIES	5
MEDICINE	HEALTH SCIENCES	5
MEDICINE	EXPERIMENTAL PATHOLOGY	6
VETERINARY MEDICINE	ANIMAL SCIENCES	6

State University of Ponta Grossa – UEPG

Area of knowledge	Graduation Program	Grade by CAPES
AGRARIAN SCIENCES	AGRONOMY	5
GEOGRAPHY	GEOGRAPHY	5
DENTISTRY	DENTISTRY	5

NAME	UNIVERSITY	E-MAIL
DÉCIO SPERANDIO	SETI - Secretaria da Ciência, Tecnologia e Ensino Superior - Curitiba, PR, Brasil	Diretor Geral SETI - Secretaria da Ciência, Tecnologia e Ensino Superior <dsperandio@uem.br>
NILCEU JACOB DEITOS	Fundação Araucária de Apoio ao Desenvolvimento Científico e Tecnológico do Estado do Paraná, Curitiba, PR, Brasil	Diretor Científico da Fundação Araucária <fapprdc@gmail.com>
ELIANE SEGATI RIOS REGISTRO	UENP - Universidade Estadual do Norte do Paraná - Jacarezinho, PR, Brasil	Coordenadora de Relações Internacionais <cr.internacionais@uenp.edu.br>
FABIO DE OLIVEIRA PITTA	UEL - Universidade Estadual de Londrina - Londrina, PR, Brasil	Assessor de Relações Internacionais - ARI <uelari@uel.br>
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LUÍS PAULO GOMES MASCARENHAS	UNICENTRO - Universidade Estadual do Centro-Oeste - Guarapuava, PR, Brasil	Diretor do Escritório de Relações Internacionais <lmascarenhas@unicentro.br>
PERY FRANCISCO ASSIS SHIKIDA	UNIOESTE - Universidade Estadual do Oeste do Paraná - Cascavel, PR, Brasil	Assessor de Relações Internacionais e Institucionais <internacional@unioeste.br>
SILVANA MARQUES DE ARAÚJO	UEM - Universidade Estadual de Maringá - Maringá, PR, Brasil	Assessora do ECI/UEM <smaraujo@uem.br>

Leadership on Internationalization:
State Universities of Paraná and Cardiff Metropolitan University



PARANÁ
GOVERNO DO ESTADO
Secretaria da Ciência, Tecnologia
e Ensino Superior

**FUNDAÇÃO
ARAUCÁRIA**

*Apoio ao Desenvolvimento Científico
e Tecnológico do Paraná*



Cardiff
Metropolitan
University

Prifysgol
Metropolitan
Caerdydd



PTI

Parque Tecnológico
Itaipu