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I. Introduction

Inter American University of Puerto Rico (IAUPR) is a private, non-profit Hispanic-serving higher education institution. It is the largest private university in Puerto Rico with nine campuses and two professional schools: The School of Law and the School of Optometry. Enrollment, in recent years, has been maintained at approximately 44,000 students. The IAUPR offers 123 undergraduate degree programs, 72 masters, 12 doctorates, and 7 professional certificates. It also offers a Juris Doctor and a Doctor in Optometry degrees. The IAUPR was founded in 1912 as the Polytechnic Institute of Puerto Rico by Reverend Dr. John William Harris. In 1944, the institution was accredited by the Middle States Association of Colleges and Schools. It was the first four-year liberal arts college accredited outside the continental United States. This accreditation has been maintained since then.

The Metropolitan Campus (MC) is the main campus of the Inter American University of Puerto Rico (IAUPR). Twenty-four percent of all students enrolled at IAUPR study at MC. In 2009-10, MC had an enrollment of 10,693 (60% females). Graduate students represent 33 percent of enrollment. MC offers 12 technical certificates, 9 associates, 44 baccalaureates, 6 professional certificates, 37 masters and 12 doctoral degrees. Faculty members are 520 (42% in full-time positions). In addition to Puerto Rico Council on Higher Education authorization and Middle States Commission of Higher Education accreditation, MC has professional accreditations by the National League for Nursing, Council on Social Work, and National Accrediting Agency for Clinical Laboratory Sciences.
MC is the only institution on the island that also offers programs taught in the English language. Students can earn undergraduate degrees in Business Administration, Nursing and Psychology and master degrees in Business Administration in English. As part of the International Relations Office, the English Trimester and International Student Support Services Program serves students who opt to study in English. This program is designed for international and local students and who are proficient in the English Language and prefer to take all their classes in that language. The multicultural student body and faculty make our program unique on the island. Students come from all over the world enriching the Campus with their knowledge and experiences.

II. Campus Mission and Goals

The Metropolitan Campus offers an academic education to students from diverse cultural and national backgrounds. The Metropolitan Campus is geared toward the development of leaders and entrepreneurs committed to making significant contributions that comprise service, democratic values and the reaffirmation of Inter American University of Puerto Rico character as an institution with Christian roots and an ecumenical focus.

Through …

Comprehensive academic programs, diverse study modalities and in teaching the sciences, the applied sciences, the humanities and professional studies in both English and Spanish. These offerings consist of activities and services pertinent to the needs of the student population in technical certificates, associate and bachelor degrees, professional certificates, and master’s and doctoral degrees.
Characterized by …

A humanistic, liberal education, sensitive to the demands of a constantly changing world and relevant to the demands of the marketplace, of self-suggestion, of the holistic development of the individual, of his/her self-care and environment: an education that will contribute to the economic, political, social, spiritual and cultural development.

Committed to …

Puerto Rico and the world, to research, innovation, the development of knowledge, and its diffusion and services to communities.

Guided by the principles of …

An ecumenical Christian vision

Respect for human dignity

Integrity

An appreciation for knowledge

A commitment to cultural and national diversity

Efficiency and effectiveness in organizational efforts

Democratic coexistence

Goals

1. Develop programs and curricula, in Spanish and in English, in the fields of science, applied science, humanities and professional studies that meet disciplinary standards of excellence and the demands of a global society.

2. Maintain an up to date offering with a multidisciplinary and international focus designed to form leaders and entrepreneurs, responsible and moral citizens with critical reasoning skills and able to celebrate the diversity of human creativity.
3. Generate research, innovation, and creative endeavors throughout the academic community in a way that enhances campus programs and services, develops and disseminates knowledge, and contributes to the solution of problems relevant to society.

4. Provide services and activities pertinent to a diverse student population in order to support their academic, intellectual, social and moral development as well as cultivate their awareness of social, cultural, economic, environmental, and political problems.

5. Retain a faculty that excels in teaching, research, and educative innovation; a faculty committed to outcomes assessment processes and to fulfilling the norms applicable to their programs and curricula, dedicated to their professional development and to serving the community.

6. Cultivate a competent, agile management team that promotes excellence and continuous improvement that supports the development of programs, services, and activities generated by the community.

7. Foster the continuous development of human resources and their wellbeing within a positive working environment oriented to increasing the effectiveness and efficiency of the campus’s programs and services.

8. Promote democratic values, the importance of service, and the reaffirmation of Christian roots under the ecumenical focus of the University throughout the campus community.

9. Develop an organizational culture of cost-effectiveness and efficiency by strengthening the planning and evaluation processes that lead to strategic deployment of the human, physical, and financial resources needed to achieve the goals and objectives of the programs, activities, and services offered by the campus.

10. Improve the technological infrastructure and optimize its utilization in academic and
administrative processes to enhance productivity and to develop more effective communication throughout the community.

11. Increase collaboration between the University, the community, government, and industry to fortify and enrich academic, cultural, and civic activity.

III. Vision

As part of the university system, the MC adheres to the systemic vision of Inter American University of Puerto Rico as a top quality higher education institution in search of academic excellence, with emphasis on the formation of people with democratic and ethical values, framed in an ecumenical Christian context.

IV. Internationalization Project

Campus internationalization, not only requires programs and services respond to the diversity of student population, but also that faculty and administrative personnel possess the skills and attitudes needed to effectively interact in a global community. It is worth noting the enthusiasm generated, among faculty members, by the ACE Internationalization Lab experience.

Four competencies guide the internationalization project: (1) problem solving and decision-making skills, (2) mastery of at least two languages, (3) appreciation of cultural diversity, and (4) interpersonal sensitivity and empathy to individual needs.

In August 2009, the Chancellor appointed an Internationalization Commission. It is currently comprised by 65 members, of which 48 are faculty, 6 administrative and 11 faculty on administrative positions. The Internationalization Commission Executive Members are:
1. Armand Piqué, Faculty, Economics
2. Armando Cardona, Executive Assistant to the Chancellor
3. Carmen Oquendo, Dean of Students
4. Débora Hernández, Dean, Center for Institutional Research and External Resources
5. Edgardo Ojeda, Coordinator, International Exchange Program
6. Edilberto Arteaga, Faculty, Physics
7. Elizabeth Miranda, Director, School of Social Work
8. Irma Brugueras, Faculty, Education
9. Jossie Vega de Varona, Faculty, Mathematics
10. Migdalia Texidor, Dean of Academic Affairs
11. Olga Sánchez de Villamil, Dean of Humanistic Studies
12. Ramón Ayala Díaz, Director, International Relations Office

The Internationalization Commission established eight sub-committees, as follows:
(1) Academic Initiatives with Global Projection, including research, service and creativity as scholarly areas, under the leadership of Elizabeth Miranda and Edilberto Arteaga, (2) Campus Culture, under the leadership of Carmen Oquendo, (3) Communications, under the leadership of Migdalia Texidor, (4) Curriculum & Assessment of Student Learning, under the leadership of Irma Brugueras, (5) Documents Inventory, under the leadership of Jossie Vega de Varona, (6) Exchange, Internship, Study Abroad, and Cultural-Educational Trips, under the leadership of Edgardo Ojeda, (7) Faculty and Staff Development, under the leadership of Olga Sánchez de Villamil, and (8) International Students Recruitment, under the leadership of Armand Piqué.

The following timetable was established by the Commission for the action plan:
Table 1 Internationalization Commission Timetable

<table>
<thead>
<tr>
<th>Activities/Task</th>
<th>2009</th>
<th>2010</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Aug</td>
<td>Sep</td>
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<tr>
<td>ACE Lab Orientation</td>
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<tr>
<td>Appointment of Commissioners</td>
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<tr>
<td>Appointment of Sub-committee Members</td>
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<tr>
<td>Orientation of Sub-committee Members</td>
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<tr>
<td>Delimitation of sub-committee tasks</td>
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<tr>
<td>• Questions to be addressed</td>
<td></td>
<td></td>
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<tr>
<td>• Methodology</td>
<td></td>
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<tr>
<td>Sub-committee Meetings</td>
<td></td>
<td></td>
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<tr>
<td>Data gathering – two year analysis (2007-08 and 2008-09)</td>
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<tr>
<td>• Metro Campus Annual Reports</td>
<td></td>
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<tr>
<td>• Periodic Review Report</td>
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<tr>
<td>• Surveys and Interviews</td>
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<tr>
<td>• Institutional Policies and Regulations</td>
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<tr>
<td>• Metro statistics</td>
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<tr>
<td>Sub-committee Progress Report</td>
<td></td>
<td></td>
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<tr>
<td>• Meetings</td>
<td></td>
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<tr>
<td>• Instruments and Resources</td>
<td></td>
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<tr>
<td>• Preliminary findings</td>
<td></td>
<td></td>
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<tr>
<td>Sub-committee First Draft</td>
<td></td>
<td></td>
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<tr>
<td>• Summary of questions and methodology</td>
<td></td>
<td></td>
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<tr>
<td>• Analysis of findings</td>
<td></td>
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<tr>
<td>• Preliminary recommendations</td>
<td></td>
<td></td>
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<tr>
<td>• Supporting documents (minutes, questionnaires, surveys, bibliographic resources)</td>
<td></td>
<td></td>
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<tr>
<td>Draft Revision</td>
<td></td>
<td></td>
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<tr>
<td>• Incorporation of Commission recommendations</td>
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<td></td>
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<tr>
<td>Commission integration of sub-committee reports</td>
<td></td>
<td></td>
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<tr>
<td>First Report to ACE and university community for feedback and recommendations</td>
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<tr>
<td>Incorporation of recommendations</td>
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<tr>
<td>Submission of Metro Report to ACE</td>
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<tr>
<td>ACE site visit</td>
<td></td>
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<tr>
<td>Completion of Strategic Plan</td>
<td></td>
<td></td>
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<tr>
<td>Metro Planning and Budget process</td>
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<td></td>
</tr>
</tbody>
</table>

### 1. Academic Initiatives with Global Projection/Scholarly Areas

**Members**

**Research**

- Edilberto Arteaga, Faculty, Physics (Group Leader)
- Alicia Rivero, Faculty, Psychology
- Félix Cué, Faculty, Economics
- Pablo Hernández, Faculty, History
(b) Service

Elizabeth Miranda, Director, School of Social Work (Group Leader)
Arelis Cardona, Director, Religious Life
Migdalia Texidor, Dean of Academic Affairs
Pedro Subirats, Faculty, Philosophy
Robert Turner, Faculty, Psychology
Alicia Roe, Faculty, Biology

(c) Creative Work

Noel Allende, Faculty, Music
Antonio García del Toro, Faculty, Spanish
María del C. Guerrero, Faculty, English

Responsibilities

- Analyze the status of research, service projects, and creative work at the Metropolitan Campus and its relation to the internationalization process.
- Evaluate the nature of research, service projects, and creative work done in the disciplines to determine level of internationalization.

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/13/09</td>
<td>Meeting</td>
<td>- Revision of Campus Annual reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Definition of scholarly areas in terms of research, service, creative work</td>
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<tr>
<td></td>
<td></td>
<td>- Clarification of sub-committee scope</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Evaluation of international opportunities in research, service, and creative work</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Preliminary discussion to design a strategy for the revision of faculty research, community service, and creative work to determine its international scope</td>
</tr>
<tr>
<td>12/14/09</td>
<td>Meeting</td>
<td>- Analysis of information gathered</td>
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<tr>
<td></td>
<td></td>
<td>- Design of questionnaire to gather faculty opinions regarding the status of research activities at the Campus</td>
</tr>
<tr>
<td>1/21/10</td>
<td>Meeting</td>
<td>- Elaboration of sub-committee report to the Internationalization Commission</td>
</tr>
</tbody>
</table>

Pending Action Agenda (up to May 2010)

- Analysis of questionnaire results on scholarly areas on Campus
• Elaboration of recommendations for community service projects and activities outside Puerto Rico as well as means to increase scholarly activities with an international dimension

2. Campus Culture

Members

Carmen Oquendo, Dean of Students (Group Leader)
Jumah Ahmad, Faculty, Economics
Miguel Poupart, Faculty, Sociology
José G. Rodríguez, Faculty, Mathematics
Dyalma González, Director, Department of Liberal Arts
Juan Rodriguez, Faculty, Sports Management
Zulma Ayes, Faculty, Spanish

Responsibilities

• Evaluate student life, curricular and co-curricular activities, including improved strategies to incorporate international students
• Identify activities that create cultural awareness in the university community related to internationalization process
• Identify interaction opportunities with communities of diverse nationality and origin

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Results</th>
</tr>
</thead>
</table>
| 11/6/09    | Meeting  | • Discussion of internationalization definition and Campus project  
|            |          | • Determination of the scope of action for the sub-committee commission’ |
| 12/16/09   | Meeting  | • Delimitation of the scope of action for the sub-committee along with the Internationalization Commission president, Evaluation of the pertinence of a questionnaire administered to English Trimester Program students for administration to the general student population. |
| 12/22/09   | Meeting  | • Adoption of the aforementioned questionnaire for its administration to the general student population. |

Pending Action Agenda (up to May 2010)

• Revision of questionnaire according to sub-committee members’ recommendations
• Administration of questionnaire about internationalization to a sample of the general student population
• Analysis of questionnaire results
• Review of annual reports to determine how recent co-curricular and extracurricular activities are aligned with the development of internationalization competencies
• Elaboration of recommendations for the enhancement of Campus culture with an international dimension

3. Communications

Members

Migdalia Texidor, Dean of Academic Affair (Group Leader)
Ramón Ayala, Director of International Relations Office
Wilfredo Serrano, Campus Webmaster
Myrna Ortiz, Faculty, English
Juan Karman, Faculty, Information Systems
Alex Rodríguez, Faculty, Marketing

Responsibilities

• Evaluate Campus portal according to the internationalization objectives
• Design a webpage for the internationalization project
• Analyze Campus communications in relation to international students
• Assess current communication materials regarding the internationalization project
• Develop broader communication plan

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/20/09</td>
<td>Meeting</td>
<td>• Creation of an internationalization link at the Campus MS SharePoint program to post documents and to keep the committee members informed about all activities of the project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Revision of Metro Campus webpage to include internationalization issues</td>
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<tr>
<td></td>
<td></td>
<td>• Creation of a page or blog titled: “Refléjate en la Internacionalización”</td>
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<tr>
<td></td>
<td></td>
<td>• Publication of an article regarding campus internationalization</td>
</tr>
</tbody>
</table>
Pending Action Agenda (up to May 2010)

- Opening of the Campus internationalization web page
- Elaboration of recommendations for the implementation of the broader communication plan

4. Curriculum & Assessment of Student Learning

Members

Irma Bruguera, Faculty, Education (Group Leader)
Dagmar Pelegrina, Faculty, Biology
Yasmine Cruz, Faculty, Spanish
Agnes Dubey, Faculty, Chemistry
José F. Oliver, Faculty, Economics
Elba Rivera, Faculty, Mathematics
Leila Crespo, Faculty, Psychology
Irene Sumaza, Faculty, Psychology
José Vallés, Faculty, Science and Technology

Responsibilities

- Analyze internationalization standards, programs and courses used by other institutions
- Articulate the internationalization competencies students should acquire at Metro Campus
- Evaluate the current general education program and goals to determine how internationalization competencies are addressed
- Develop guidelines for the teaching and learning processes of internationalization competencies
- Design general guidelines for the evaluation of the internationalization level of academic programs

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/17/09</td>
<td>Meeting</td>
<td>• Definition of internationalization</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Discussion of sub-committee responsibilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Establishment of sub-committee timetable</td>
</tr>
<tr>
<td>11/30/09</td>
<td>Meeting</td>
<td>• Discussion of internationalization competencies for Campus students</td>
</tr>
</tbody>
</table>
• Revision of bibliographic materials regarding internationalization competencies

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>12/14/09</td>
<td>Meeting</td>
<td>• Discussion of internationalization activities for courses</td>
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<tr>
<td></td>
<td></td>
<td>• Identification of strategies to strengthen the acquisition disseminate of Spanish and English</td>
</tr>
<tr>
<td>1/25/10</td>
<td>Meeting</td>
<td>• Discussion of possible strategies to disseminate internationalization competencies and incorporate them in specific subjects</td>
</tr>
</tbody>
</table>

**Pending Action Agenda (up to May 2010)**

• Design of guidelines for the teaching and learning processes of internationalization competencies

• Dissemination of internationalization competencies on Campus

• Submission of recommendations for programs and curricula regarding MC internationalization

**5. Documents Inventory**

*Members*

Jossie Vega de Varona, Faculty, Mathematics (Group Leader)
Armando Cardona, Executive Assistant to the Chancellor
Edgar Lopategui, Faculty, Physical Education
Gerardo González, Faculty, Economics
Maribel Tamargo, Faculty, Spanish
Rosalie Rosa, Faculty, Social Work
David Hernández, Faculty, Religion

*Responsibilities*

• Evaluate the international contents of policies, normative documents, catalogs, vision, mission and goals

• Create a virtual library for all documents related to internationalization

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/22/09</td>
<td>Meeting</td>
<td>• Identification of all instruments and resources that supports the project: catalogs, policies, norms and regulations, Campus portal</td>
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<tr>
<td></td>
<td></td>
<td>• Evaluation of Campus Mission and Goals, and Vision</td>
</tr>
</tbody>
</table>
• Design plan of a repository for all documents (web page to access documents from data base)

11/13/09 Meeting
• Analysis of internationalization studies at Metro Campus

Pending Action Agenda (up to May 2010)

• Opening of document repository (virtual library) in the Internationalization Commission webpage
• Elaboration of recommendations for the integration of the internationalization dimension in all official documents

6. Exchange, Internship, Study Abroad, and Cultural-Educational Trips

Members

Edgardo Ojeda, Coordinator, International Exchange Program (Group Leader)
Elena Bosch, Faculty, Entrepreneurship
Zoraida Avilés, Faculty, Social Work
Carlos Rivera Galindo, Faculty, Economics
Hilda Quintana, Faculty, Spanish
Mariamor Alonso, Faculty, History
Miriam Rivera, Faculty, Social Work
Maria de los Ángeles Vázquez, Faculty, Psychology

Responsibilities

• Articulate the learning objectives of exchange educational experiences, internships and study trips
• Evaluate previous internships, study abroad, and educational trips experience in terms of their strengths and weakness
• Identify opportunity areas and limitations to stimulate the participation of students, professors and administrators in such experiences
• Analyze the impact of internships, exchanges, and study trips on the internationalization project
• Evaluate how to maximize consortia with other institutions

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/24/09</td>
<td>Meeting</td>
<td>• Assignment of tasks</td>
</tr>
<tr>
<td>12/8/09</td>
<td>Meeting</td>
<td>• Evaluation of 79 collaborative agreements</td>
</tr>
<tr>
<td>12/21/09</td>
<td>Meeting</td>
<td>• Creation of guidelines for gathering information of other higher</td>
</tr>
</tbody>
</table>
Pending Action Agenda (up to May 2010)

- Evaluation of University consortia
- Analysis of international students and exchange program guidelines and procedures in the Registrar, Financial Aid, and Bursars offices
- Elaboration of recommendations for exchange program guidelines and procedures

7. Faculty and Staff Development

Members

Olga Sánchez de Villamil, Dean of Humanistic Studies (Group Leader)
Débora Hernández, Dean, Center for Institutional Research and External Resources
Arnaldo Rivera, Director, Music Department
Dinah Kortright, Faculty, Spanish
Wilma Torres Figueroa, Director, Human Resources Office
Mildred García, Faculty, Spanish
Ileana Irvine, Faculty, Education

Responsibilities

- Elaborate an international profile of MC faculty and personnel
- Identify competencies and attitudes for the establishment of an international community
- Evaluate professional development activities in relation to internationalization
- Evaluate strategies on how to stimulate faculty and personnel participation in internationalization activities

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Results</th>
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</thead>
</table>
| 12/8/09 | Meeting  | - Discussion of information of faculty and administrative personnel related to gender, degree, job classification, years of service, and rank, from data base system (“Banner”).
|         |          | - Design of questionnaire to gather information about the international experience of faculty and administrative personnel regarding study trips, internships and educational exchanges. |
| 12/15/09| Survey   | - Administration of questionnaire to all campus offices (due date 2/5/10). |
Pending Action Agenda (up to May 2010)

- Analysis of data obtained from Banner data based system
- Analysis of questionnaire results
- Elaborate recommendations for development activities with international dimension

8. International Students Recruitment

Members

- Armand Piqué, Faculty, Economics (Group Leader)
- Ramón Ayala, Director of International Relations Office
- Áurea Ayala, Director, School of Nursing
- Josefina V. Tejada, Faculty, Education
- Manuel García, Faculty, Mathematics
- Eduardo A. Hernández, Coordinator, English Trimester Program
- Carlos Fonseca, Faculty, Marketing
- Noemí Lebrón, Faculty, Education
- Reinaldo Robles, Director, Promotion and Recruitment Office
- Matilde García, Faculty, English

Responsibilities

- Evaluate the strengths and areas of opportunity for the recruitment and retention of international students

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/14/09</td>
<td>Meeting</td>
<td>• Preliminary analysis of interaction of international students with university personnel, as well as policies, and experiences abroad of graduate students</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Discussion about the role, duties, and interaction of the International Office, Admissions Office, and Promotion Office</td>
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<td>• Discussion about the Campus feasibility to attract international students</td>
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<tr>
<td></td>
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<td>• Preliminary analysis of recruitment and retention status of international students on Campus</td>
</tr>
<tr>
<td></td>
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<td>• Discussion of the possibility of administering a questionnaire to poll foreign students’ opinion about their experience on Campus</td>
</tr>
</tbody>
</table>
Pending Action Agenda (up to May 2010)

- Design strategies to eliminate administrative bottlenecks in recruitment processes
- Recommend strategies to improve retention of international students
- Recommend strategies to increase international student recruitment

V. Internationalization Commission Action Agenda

In sum, the Internationalization Commission will continue its follow-up on the sub-committee tasks assigned. In February 2010, all sub-committees will have to submit their respective reports. The Commission will integrate a first draft for the discussion with all Campus constituents. This report will also be submitted to ACE. After the incorporation of all constituents’ recommendations, a second report will be submitted to ACE in September. The Commission understands that, from August to October 2010, a first draft of the Internationalization Strategic Plan will be submitted for the consideration of the Chancellor.