

03

THE MANAGEMENT OF THE INTERNATIONALIZATION PROCESS OF THE UNIVERSITY OF GRANMA, CUBA IN THE PERIOD 2015-2017

LA GESTIÓN DEL PROCESO DE INTERNACIONALIZACIÓN DE LA UNIVERSIDAD DE GRANMA, CUBA, EN EL PERÍODO 2015-2017

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ABSTRACT

The university context is considered a key stage in the management of international collaboration, from which is possible to influence the locality and at the same time accompany the municipal governments in everything that concerns them in this work.

Cuban education, especially higher education, is one of the main socio-economic branches of the country and has not been exempt from facing the existing difficulties as a result of the different conflicts that are generated in the international context. For this reason it has become a priority for the Ministry of Higher Education (MES) to develop strategies for international collaboration to face the lack of financial resources to support all the activities that take place in the different centers. In this sense at the University of Granma (UDG), this collaboration is projected to achieve the coherent ordering of this activity in all areas of the institution; facilitate the correct decision-taking by collective management staff; to raise the quality and impact of international actions aimed at supporting substantive processes and raising the international visibility of the university. In the university community there is an increasing interest in knowing the possibilities offered by international sources of financing; the maturity of some structures of the UDG to steer management has increased; partnerships have been established with several universities or foreign institutions with which they work and the themes or lines of work of each faculty have been consolidated.

Keywords:

Management, internationalization process, collaboration network.

RESUMEN

El contexto universitario se considera un escenario clave en la gestión de la colaboración internacional, desde el cual se puede incidir en la localidad y a la vez acompañar a los gobiernos municipales en todo lo que en esta labor les concierne. La Educación Cubana, especialmente la Educación Superior, es una de las principales ramas socioeconómicas del país y no ha estado exenta de enfrentar las dificultades existentes como resultado de los diferentes conflictos que se generan en el contexto internacional. Por esta razón, se ha convertido en una prioridad para el Ministerio de Educación Superior (MES) desarrollar estrategias de colaboración internacional para enfrentar la falta de recursos financieros para apoyar todas las actividades que se llevan a cabo en los diferentes centros. En este sentido en la Universidad de Granma (UDG) esta colaboración se proyecta para lograr el ordenamiento coherente de esta actividad en todas las áreas de la institución; facilitar la correcta toma de decisiones por parte del personal de gestión colectiva; elevar la calidad y el impacto de las acciones internacionales destinadas a apoyar procesos sustantivos y aumentar la visibilidad internacional de la universidad. En la comunidad universitaria hay un interés creciente en conocer las posibilidades que ofrecen las fuentes internacionales de financiamiento; la madurez de algunas estructuras del UDG para dirigir la gestión ha aumentado; se han establecido alianzas con varias universidades o instituciones extranjeras con las que trabajan y se han consolidado los temas o líneas de trabajo de cada facultad.

Palabras clave:

Metacognición, desarrollo metacognitivo, diagnóstico metacognitivo, formación inicial.

INTRODUCTION

As part of its mission and vision, international recognition of contributions in training and research is one of the priorities of the University of Granma (UDG).

In our institution there is a policy oriented towards the development of this process in which the university community as a whole must be protagonist, under the premise of becoming all managers of internationalization. From a methodological point of view, the Direction of International Relations, attached to the Office of the Vice President for Research, Postgraduate and International Relations, is formed by a team of methodologists and specialists whose aim is to improve continually the quality of their work, by providing advice and more effectively manage the process.

The most significant figures currently exhibited by the UDG are related to the signing of 199 agreements and intent letters with institutions from 24 countries on four continents; the presence of more than 90 collaborators in different cooperation actions in countries of Africa, Latin America and Europe; the reception in our facilities of 9 foreign fellows from Angola; participation in international academic networks; the work in several projects with terms of reference - between these two, under the Belgian program VLIR-UOS, becoming one of the few universities benefited with that number of projects in the country, as well as other international mobility; the approval of the only UNESCO Chair in Plant Biotechnology outside the capital, which today holds the Center for Plant Biotechnology Studies of the Faculty of Agricultural Sciences and the development of the emblematic Cuban Congress on Local Development, whose sixth edition just concluded, confirmed its impact inside and outside Cuba with the presence of 200 foreign delegates from more than 23 countries, particularly the delegations of Ecuador and Mexico, and specific contributions to the Cuban economy. In addition, in recent years, the incomes from the exportation of academic services, the postgraduate training of candidates for master's degrees and doctors of different nationalities, the active participation in international events and forums, the consolidation of editorial policy, the results of research abroad, throughout our certified journals.

The management of internationalization, however, faces essential challenges in the current context, starting from the implicit risks in the new global economic and political scenery. This process demand today responsibility, intelligence and discipline and in this, we all have a significant participation. The systematic denunciation of the economic blockade, the fulfillment of the commitments with the Bolivarian Republic of Venezuela, the support to the

programs and agreements with Africa, the fight against the different forms of subversion, both inside and outside the borders, constitute missions of a great importance. Objectivity, depth, transparency and collective decisions represent principles that must be observed in the management of international relations, with greater intention at the base.

The institutional development strategy should include among its priorities the presentation and approval of a greater number of projects with terms of reference, the recruitment of compensated undergraduate and postgraduate students, the exportation of academic goods and services, the deposit of contributions of a high value for the improvement of infrastructures, among other actions, which will allow a greater visibility and recognition of our University and the academic excellence of its staff and its students before the international community. We are in this endeavor, with the certainty of improving the work and achieving superior results in the next years.

DEVELOPMENT

International collaboration whit Universities in Spain. Development and Experience

The University of Granma began the System of International Relations with Spanish Universities from 1994 to 2017, in this period 17 letters and 13 intent letters have been signed, with good results in academic, scientific - research. Doctors in Sciences in the areas of Technical Sciences (22), and M. Veterinaries (2) with excellent results reverted in the quality of the faculty and undergraduate students.

Main contributions of the joint doctoral program:

1. The joint doctorate has facilitated the strengthening of relations of academic and scientific research between the University of Granma and the Polytechnic University of Madrid.
2. Has contributed to the development of joint research with the application of advanced technologies.
3. It allows the mobility of young teachers, as a more suitable way for their postgraduate training, as well as the direct exchange with specialists of high academic prestige.
4. It facilitates the mobility of professors of high academic and scientific prestige of both universities.
5. Creates an opportune space for the collaboration in R & D projects, Networks, among other actions.
6. Its greatest impact lies in the fact that it has trained 18 doctors in a relatively short period.

Relation of the Universities of Spain with agreements with the UDG:

1. University of Seville. 2017.
2. University of Murcia (UM). 2009.
3. National University of Distance Education (UNED). 2008.
4. University of Alcalá de Henares. 2008.
5. University of Almería (UA). 2008.
6. University of Málaga (UM). 2008.
7. University of Murcia (UM). 2008.
8. Autonomous University of Madrid (UAM). 2008.
9. University of Cadiz (UC). 2008.
10. University of Granada (UG). 2008.
11. University of Burgos. 2007.
12. University of Vigo. 2006.
13. University of Seville.
14. Universidad Rovirii Virgili.
15. University of Málaga. 2005.
16. Veterinary Organization SL (Veterinaria.org). 2002.
17. LAB Union (Teaching). 2002.
18. University Pablo de Olavide. 2002.
19. Polytechnic University of Valencia. 2000.
20. University of Girona.
21. University of Extremadura. 1999.
22. University of Almería. 1999.
23. Official Tourism School of Catalonia. University of Girona.
24. University of León. 1999.
25. University of Las Palmas de Gran Canaria. 1999.
26. Polytechnic University of Madrid.
27. University of Huelva.
28. University of Córdoba, 1995.
29. Ibero-American Headquarters of the International University of Andalucía. 1995.
30. University of Santiago de Compostela. 1994.

Areas of interest.

- Exchange of students, teaching and research staff, joint research projects. Areas: Plant and animal biotechnology, plant pathology, aquaculture, and economic

and business sciences. Education, postgraduate, joint research. Exchange of specialists, students, information. Organization of seminars, symposia. Publications. UA will help in scholarship programs. Veterinary medicine, animal production, agricultural sciences, rural development: Exchange of specialists, student seminars, symposia, publications. The UC will offer a scholarship. It has a specific program 1998-1999. Teaching activities, cultural diffusion, extension, research projects, information exchange, teachers, researchers. Courses, conferences. Exchange of specialists in scientific research. Organize seminars. Animal production, veterinary medicine, animal health, animal nutrition, food, computer science, business economics, agricultural engineering. Encourage research, training and inter-university cooperation. Teacher mobility. Research in: rural coastal tourism and management of natural spaces. Organization of courses and seminars related to tourism. Exchange of information, academic, joint research, postgraduate, publication of training courses, academic exchange, joint projects and articles and books. Exchange between unions, joint training. Carry out joint workshops, courses. Virtual Classroom, postgraduate courses. Exchange of scientific and technical information, teachers, researchers, participation in events, joint projects. Administration, economic efficiency, tourism, DEL, library.

- Training and exchange of personnel, R & D projects, postgraduate courses, institutional management, joint publications, information exchange. Research projects; organize all kinds of academic activities, student exchange, researchers, and cultural processes. Courses, seminars, conferences, joint training or cultural activities, application of new educational technologies, postgraduate courses, business practices, joint projects and research, publications, quality assessment. Exchange of scientific-technical information, teachers, researchers, participation in events, joint projects, doctorate programs. Technologies.

International Project: Funded by the Spanish Agency for International Cooperation for Development t (AECID).

- Year 2008. PARTICIPATION OF CIVIL SOCIETY IN THE DECISION-MAKING. C. National University of Distance Education (UNED). EUR 10 000. Juan Ramón Pérez Carrillo. Faculty of Social Sciences.
- Year 2009. Preparation for the implementation of the official postgraduate program "gender, identity and citizenship" between the Faculty of Philosophy and Letters of the UCA, Spain and the Faculty of Social and Humanistic Sciences of the UDG, Cuba. C / 018116/08. Cadiz University. EUR 7000, 0. Rubén Villegas Development of a doctoral and postgraduate program in veterinary science.

B / 019611/08. University of León. EUR 23 000, 0. Isidro Reyes Avila. Faculty of Veterinary Medicine. Preparation of a program of scientific development and postgraduate training in medicine and animal health (2009-2010)

Creation of a network between the universities of Murcia and Granada to strengthen teaching and research in the field of development.

C / 016966/08. University of Murcia. EUR 7000, 0. Sergio Rodríguez Rodríguez. Direction of International Relations, Faculty of Agricultural Sciences and Faculty of Economics and Business Sciences.

Advisory program for the production, commercialization and efficient management of nitrogen - fixing symbiotic microorganisms in saline soils of the southwestern Cuba. (This is continuation nproject). **a / 019119/08.** Higher Council of Scientific Research (CSIC). EUR 20 000, 0. Raúl López Sánchez. Faculty of Agricultural Sciences Vegas Chávez. Faculty of Social and Humanistic Sciences

Year 2010. Formation of groups of experts in research methodologies and agroecological practices oriented towards the development of food sovereignty in the eastern region of Cuba. **A / 024048/09.** Institute of Sociology and Studies of the Peasantry (ISEC), University of Cordoba. EUR 20 000. Sergio Rodríguez Rodríguez. Head of International Relations and Faculty of Agricultural Sciences.

Visits by Delegations:

Memories of the visit of the delegation of the Polytechnic University of Madrid (UPM)

Cooperation with Universities of Germany. Challenges and perspectives.

The University of Granada began cooperation with Rostock 30 years ago. The relations began in the late 1970s, early 1980s according to the program of collaboration between countries of the socialist camp. More than 5 doctors were trained in the area of Animal Nutrition. The aspirant Norbert Kanswohl performed his experiments at the University of Granada.

Relationships were frozen in the 1990s with the fall of the socialist camp. They were then restarted at the beginning of 2000 with the signing of collaboration agreements between both universities

- Joint research.
- Student and teacher mobility.
- Joint tutoring of doctoral students.

Faculty of Agricultural Sciences

- Faculty of Agronomy and Environmental Sciences.
- Faculty of Veterinary Medicine.
- Faculty of Chemistry.
- Faculty of Technical Sciences.

The lines of research:

- Nutrition of plants.
- Abiotic stress in crops, coccoloba, bean, tomato, corn, etc.
- Isolation and characterization of ectomy corrhizae.
- Agroecology, etc.

Biotechnology Study Center.

The teachers of the Center for Plant Biotechnology Studies have relations with professors from the Universities of Rostock (Dr. C. Raúl C. López Sánchez) and Humboldt (Dr. C. Juan José Silva Pupo) in the latter case with Professor Ina Pinker, is working on a joint project to present to the German call that closes on May 31.

The topics of interest are:

- Abiotic stress: salinity, drought, on wetting.
- Plant biotechnology

Center for the Study of Applied Chemistry (CEQA)

The CEQA works on chemical applications to medicine, pharmaceutical and food industries, production of new materials, agriculture and phytoremediation, through the lines of research:

- Isolation and characterization of active principles from natural sources.
- Synthesis and semi-synthesis of potentially bioactive new organic products.

Cooperation with Rostock

Since 2000 it have graduated as Doctors in Sciences: 2 professors have completed their doctorate in Rostock, 4 professors have completed their doctorate in Cuba, 2 professors have completed their doctorate in Rostock and 1 professor completed his master degree in Bayamo and he also do his doctorate. At present, working relationships with Professor Bettina Eichler-Liberman, the leader in collaboration with Cuba, continue.

In the year 2014 the professor Peter Langer receives the category of Guest Professor of the University of Granada

Projects

- Educational Network in Agrobiodiversity-EDUNABIO. From the Center for Applied Chemistry Studies at the Faculty of Natural and Exact Computer Sciences (2014-2017, funded by the DAAD, EUR 200 000).
- The project aims to introduce and strengthen the aspects related to agrobiodiversity in university education in Latin America, focused from a multidisciplinary point of view, strengthening cooperation and student exchange between institutions in Latin America and Rostock.
- *Future perspectives:*
- Fields of joint research.
- Isolation, characterization and synthesis of natural products.
- Design and synthesis of organic electronics.
- Organic agriculture and biofertilizers.

Abiotic stress and biodiversity.

- Milk production.
- Production of native and introduced fish.

Results obtained from the DAAD grants (2016-2017)

- a. Study of 27 medicinal plants from the eastern region of Cuba with antibacterial properties.
- b. Synthesis and purification of 7 new complex compounds with potential antioxidant and antibacterial action.
- c. Graduation of 16 MSc. In Biological Chemistry, belonging to the MES, MINED, MINSAP and CITMA.

Cooperation with Universities of Russia.

The signing of the agreement with the Lomonosov University was pursued in collaboration with:

Academic exchange through:

- Calls for accessible scholarships for professors of our University.
- Participation of professors of both staffs in events that promote the two Universities.
- Conduct joint investigations of the faculty of both universities in related subjects.
- Joint international projects in related areas.

Related areas to establish collaboration with Moscow State University "V. M. Lomonosov.

1. Mechanics and mathematics.

2. Physics
3. Chemistry
4. Biology
5. Soil science, biotechnology.
6. Economics.
7. Humanities: Philosophy, History, Law, Psychology.
8. Foreign languages.
9. Education.

International project 2017.

By the agreement between France and Cuba, concerning to the creation of the joint program of scientific cooperation "Agreement Hubert Curien (AHC) Franco-Cuban Carlos J. Finlay".

2017. Role of ecto-mycorrhizal fungi in the tolerance to salinity of different localities in *Coccolobauvifera* L. (Centro De Estudios De Biotecnología Vegetal, Universidad de Granma). Coordinator Dr.C. Raúl C. López Sánchez.

International Congress of Local Development.

The VI Cuban Congress for Local Development, sponsored by the University of Granma, was held in the city of Bayamo, Hotel Sierra Maestra, March 28 to 31, 2017. This event aimed to publicize scientific advances of international reach in diverse areas of knowledge, to exchange experiences and to strengthen the relations in the field of the investigation and the technological innovation.

Within the Congress, 7 workshops were held whose debates revolved around local development, sustainable agriculture, animal health, pedagogy, physical culture, development and society and distance education. It was attended by 217 foreigners from 23 countries and 136 Cuban delegates from different universities and research centers in the country, for a total of 353 delegates, as it is show in the table below:

Table.

In the framework of the event, 3 agreements were signed:

- University of Sciences and Arts of the State of Chiapas (UNICACH), Mexico, represented by Dr. C. Luis Alfredo Rodríguez Larramendis.
- Instituto Tecnológico Superior del Oriente, in the state of Hidalgo, Mexico, represented by Professor Dr. C. Lucía Fuentes Jiménez.
- State University of Feira de Santana, Brazil, represented by Professor Dr. C. Pablo Rodrigo Fica Pira.

Two intent letters were also signed:

- University of San Antonio de Areco in Argentina, represented by Dr. C. Fernando Limón Aguirre.
- Postdam Center for Politics and Management. Germany, represented by the Director, Professor, Dr. C. Dieter Wagner. Doctor Honoris Causa of the National Academy of Governance of Ulan, Bator, Mongolia.

Three bilateral meetings were held with the Rector of Quevedo State Technical University (UTEQ), Ecuador, Dr. C. Eduardo Díaz Ocampo; with the prefect of Cotopaxi, Ecuador, MSc. Jorge Guaman Coronel and with an American delegation of the University of Kutztown, Pennsylvania.

The Local Development Workshop was attended by prestigious personalities such as Cuba's Ramón Labañino Salazar, Oscar Luis Hung Pentón, National President of the National Association of Cuban Economists (ANEC), Blanca Munster Infante, Researcher of the Center of Investigations of the Economy World, as well as Jorge Guamán Coronel, Prefect of the Cotopaxi Province. Ecuador.

The first day of the workshop was dedicated to the delivery of several conferences that served to consolidate the guidelines of the debate of the subsequent days. The themes of the conferences and their authors were:

- Social gaps in today's world: poverty, inequality and human development. Dr. Blanca Munster Infante.
- Increasing innovation structures in government and industry - German experiences and implications for Cuba. Prof. D. Dr. Dr. h.c. Dieter Wagner. Germany
- The importance of the evaluation of public policy in the construction of sustainable communities "An Analysis from the theory of the Stakeholders". Dr. Mario Heimer Florez Guzmán. Colombia.
- Economic development with local identity in Cotopaxi, Ecuador. Jorge Guamán Coronel. Ecuador.

Several papers were presented in the form of panels related to initiatives and experiences of local development, urban systems, public services, community development and participatory management. The poster session "Feria Científica" was held, which served as a space for dialogue and direct discussion among the participants. Several printed and audiovisual materials were shared and various interests were agreed upon in the light of international cooperation.

Argentinean-Cuban framework for the reflection of public universities in the construction of a new extension practice - cooperation. Participants: National University of Lanús,

Argentina; University of Havana, Cuba and the University of Granma, Cuba. Source of funding: Secretariat of University Policies. Argentina.

Consolidation and expansion of the Argentine-Cuban network for the strengthening of academic relations, research and extension on food sovereignty. National University of Villa Maria, Argentina; University of the Northeast of the Province of Buenos Aires, Argentina and the University of Granma, Cuba. Source of funding: Secretariat of University Policies. Argentina.

Exchange network for training the development of strategic planning processes in higher education institutions. Participate: National University of Rosario, Argentina; National University of Villa Maria, Argentina and the University of Granma, Cuba. Source of funding: Secretariat of University Policies. Argentina.

Elaboration, evolution and execution of joint activities between the National University of Quilmes and the University of Granma, Cuba. Participating: National University of Quilmes, Argentina and the University of Granma, Cuba. Source of funding: Secretary of University Policies. Argentina.

CONCLUSIONS

The work shows that there are optimal conditions to advance and reach higher levels of mutually advantageous collaboration and to design ways that allow the developing of collaboration in a systematic, sustainable and creative way.

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