

Institutionalization of  
**University of Southern Mindanao**  
**Office of International Affairs (USM-OIA):**  
An initiative for Internationalization



**BRYAN LLOYD P. BRETANA, MSc, RMicro**

Executive Assistant for International Linkages/Programs for Research  
Office of the President

**MELDRED F. SAMBLACEÑO, MBA-HRM**

Executive Assistant for International Linkages/Programs for Education  
Office of the President

**GEOFFRAY R. ATOK, PhD**

Vice President for Academic Affairs

**EDWARD A. BARLAAN, PhD**

Vice President for Research Development and Extension

**EIMER M. ESTILLOSO, EdD**

Vice President for Administration and Finance

**University of Southern Mindanao**  
**Kabacan, North Cotabato, Philippines**

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## Institutionalization of University of Southern Mindanao Office of International Affairs (USM-OIA): An Initiative for Internationalization

Lead : **Bryan Lloyd P. Bretaña, MSc, RMicro**  
Executive Assistant for International Linkages/Programs for Research  
Office of the President  
University of Southern Mindanao  
Kabacan, North Cotabato, Philippines  
[blbretana@usm.edu.ph](mailto:blbretana@usm.edu.ph)

### I. Rationale and Futures Thinking

#### I.I Internationalization and Roles of HEIs

The Commission on Higher Education (CHED) defines internationalization as a process of integrating international, intercultural, and global dimensions into the goals, functions (teaching, learning, research, and service), and delivery of higher education. It involves a process of interchange of higher education between nations, with partnerships between nations, between national systems of higher education, and between institutions of higher education.

As a strategy for quality, CHED through internationalization envisions to 1) enhance the quality of Philippine higher education; 2) uphold the country's reputation as a center of higher education in identified niches/programs of excellence; 3) strengthen the country's role in an interconnected global community; 4) develop Philippine HEIs as productive members of the international academic community; 5) produce graduates with 21st century competencies who are able to live and work in a diverse/multicultural setting; and 6) foster closer cooperation and understanding between the Philippines and the rest of the world. Moreover, CHED released CMO No. 55 s. 2016 or the Policy Framework and Strategies on the Internationalization of Philippine Higher Education). The CMO provides framework and approaches for the development of institutional internationalization strategies and implementation planning including best practices, partnership building, curriculum development, research opportunities and funding mechanisms.

Furthermore, Republic Act 11448 or The Transnational Higher Education Act of 2018 provides the legal framework for modernizing the Philippine higher education sector and bringing international quality standards and expertise into the country, with a view to making higher education globally competitive, attracting a flow of talented students, faculty, and staff, and improving the country's human resource base. This will enable the higher learning to be globally competitive by attracting pool of talented students, faculty, and researchers and consequently improving the human resource base of the country.

The University of Southern Mindanao with its vision of providing quality and relevant education for its clientele to be globally competitive, culture-sensitive, and morally responsive

human resources for sustainable development, has a need to strengthen its international visibility by expanding its partnership and linkages with higher education institutions and research development organizations abroad. To become a global university, USM shall be engaged in internationalization activities in accordance with CMO No. 55 s. 2016 and RA 11448 to strengthen the University's international visibility. Hence, the establishment of the Office of International Affairs is timely and relevant in the move for internationalization of the University. It is important to centralize all activities and endeavors of the University.

## I.II Current Status of USM

The University of Southern Mindanao has the following rankings based on its performance on research and international visibility:

1. Rank 30 in the Philippines based on the current ranking by Webometrics/Ranking Web of Universities
2. Rank 19 in Science, Rank 38 in Health, and Rank 67 in Engineering based on the Top Research Productivity out of 106 Higher Education Institutions (HEIs) evaluated
3. QS World University Rankings (2 stars)
4. Inclusion to AD Scientific Index (Dr. Krizler Tanalgo ranked 403<sup>rd</sup> in the Philippines)
5. Pending evaluation for Zairi International Award (Award of Excellence for Research Impact) and QS World University Rankings 2022.

The above-mentioned ranking systems take into consideration several indicators of performance of the University in terms of online visibility, transparency, excellence in education and research. The Webometrics considers the number of external networks (subnets) linking into the institution's webpage, number of citations from authors of published articles in international peer-reviewed journals, and the number of papers amongst the top 10 most cited in several disciplines.

The QS World University Rankings evaluation is based on the following: academic reputation (40%), employer reputation (10%), faculty-student ratio (20%), citations per faculty (20%), international faculty ratio (5%), and international student ratio (5%).

Zairi International Award (Award for Excellence for Research Impact) focuses on tangible impacts, effectiveness, and sustainability of the projects and initiatives undertaken by the University.

Although USM was not able to successfully submit the requirements for 2021, World's Universities with Real Impact (WURI) focuses on the following: 1) industrial applications rather than the traditional way of counting research papers and lecture-type teaching; 2) value-creating startups and entrepreneurship; 3) social responsibility, ethics, and integrity; 4) student mobility and openness for exchange and collaboration; 5) crisis management in the midst of climate change, COVID-19 pandemic, and other global and local crises; 6) progress during the Fourth Industrialization through digital technology, artificial intelligence, big data, cloud services, blockchain, and so on.

I.III Futures Thinking

A. Plausible Future for USM as an International HEI

The University of Southern Mindanao as a premier university envisions to be recognized as a globally recognized higher education and research institution. The internationalization initiatives of the University shall focus on education, research and development, collaboration through effective international linkages with foreign higher education and research institutions, and international ranking and accreditation of its undergraduate and postgraduate degree programs. USM envisions to become a recognized HEI in terms of its international programs for education including student education, student and faculty exchange and mobility.

As a research university, internationalization will create an avenue for USM to become globally recognized in terms of excellent, innovative, and impactful research projects and initiatives. The University also will maintain its effective collaboration with international institutions and envisions to be a center for international education and research. The established linkages of the University will be sustained, and new linkages will be formed though sharing of resources, manpower, and innovative technologies. Institutional membership to international organizations shall be encouraged as well. With increased web presence and impact of USM as an international higher education and research institution, the University will be recognized as one of the top universities in terms of global ranking and accreditation.

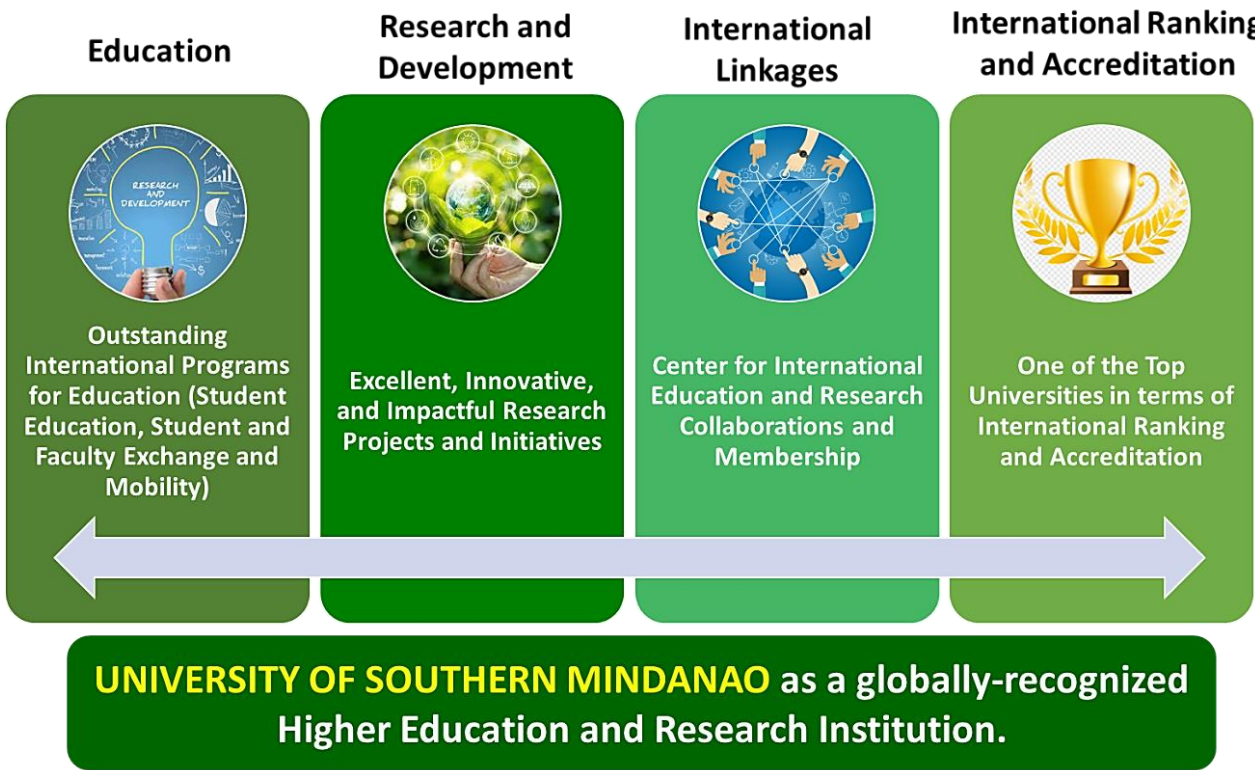


Figure 1. Plausible future for University of Southern Mindanao as a globally-recognized higher education and research institution.

B. Drivers of Change

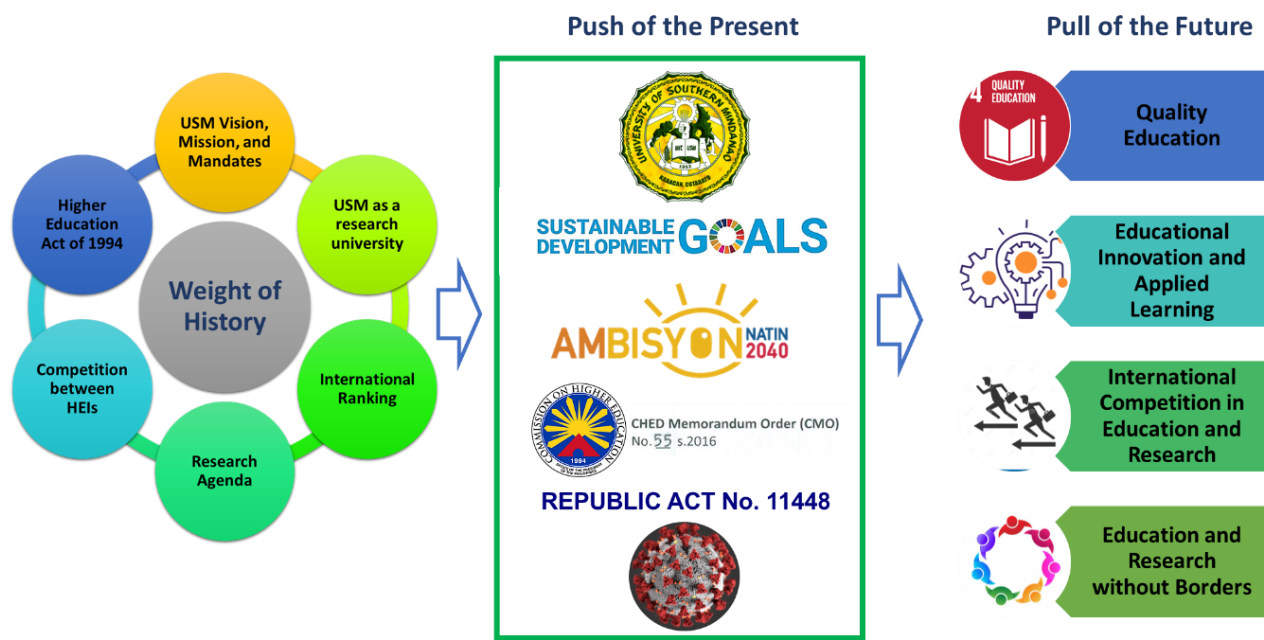


Figure 2. Identified drivers for change for USM Internationalization.

C. Preferred and Alternative Scenarios

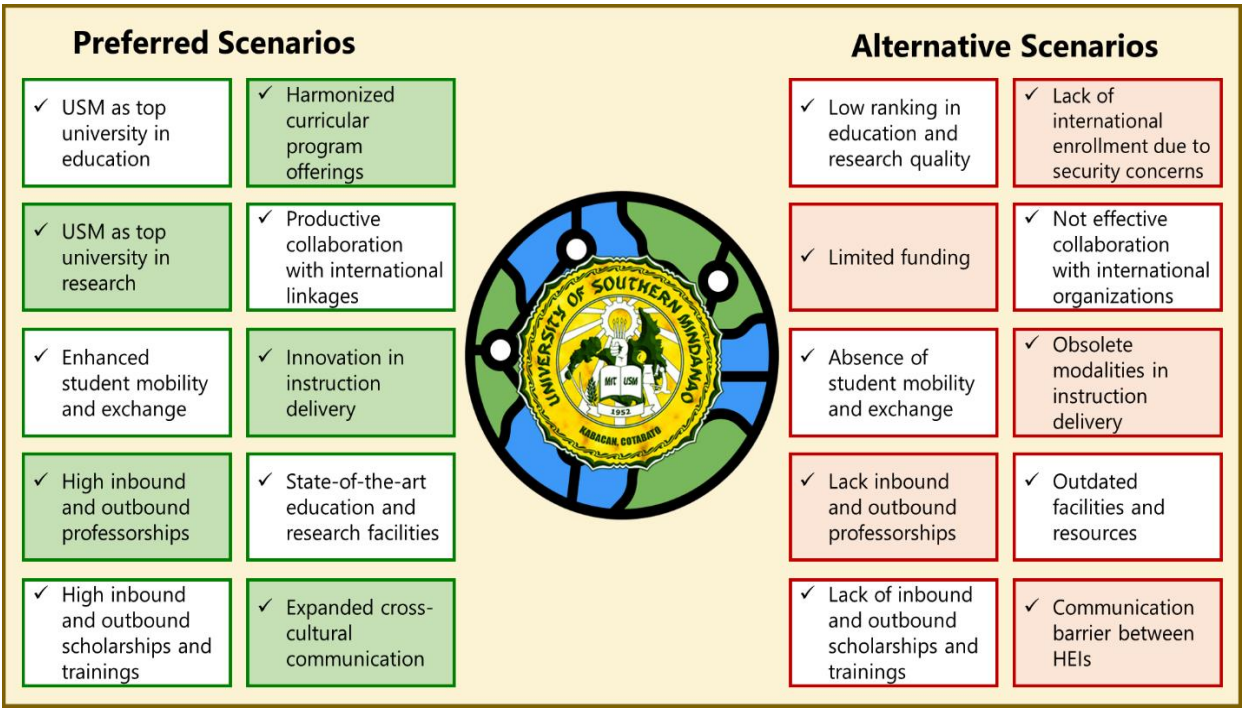


Figure 3. Preferred and alternative scenarios for USM in terms of internationalization.



## II. Table of Organization

- ✓ The Office of the International Affairs shall be under the Office of the President and shall be headed by a Director who will assist the University President in the internationalization-related initiatives, projects and/or programs on education, research and extension, and international accreditation and membership.
- ✓ The OIA shall collaborate with the Office of the Vice President for Administration and Finance for the necessary funds needed by the Office for its operation.
- ✓ Under the Director of the Office of International Affairs, three (3) departments shall be established to handle different aspects of international affairs: 1) Department of International Affairs, Linkages, and Programs on Education, 2) Department of International Affairs, Linkages, and Programs on Research and Extension, 3) Department of International Accreditation and Membership. The Director of the Office of International Affairs coordinates with the Head of the University Public Relations and Information Office for effective and efficient dissemination of international affairs of the University through various multi-media platforms.
- ✓ The Head of the Department of International Affairs, Linkages, and Programs for Education shall coordinate with the Vice President for Academic Affairs with the Director of Admission and Records Office and the Director for Instruction for concerns related to international student enrollment or admission, student mobility, and student exchange. The head of the department shall also coordinate with the Director of the Human Resource Management and Development Office for concerns related to faculty mobility and exchange.
- ✓ The Department of International Affairs, Linkages, and Programs for Research and Extension shall coordinate with the Vice President for Research Development and Extension, Director of Research Development Office, Director of Publication Services Office, and Director of Extension Services Office for concerns related to researcher exchange and mobility, international research and extension collaborations, capacity and capability building and international exposure and visibility of University research personnel, and on-the-job training and internship programs for researchers.
- ✓ The Head of the Department of International Accreditation and Membership shall coordinate with the Director of the University Quality Assurance Office on concerns related to international ranking of the University such as QS, Webometrics, World Universities will Real Impact, etc., international accreditation of qualified undergraduate and postgraduate degree programs, and institutional membership to international organizations related to education and research and extension.
- ✓ The College International Affairs Coordinators shall assist the OIA in consolidating the needs of each unit in terms of activities related to education and research and extension.

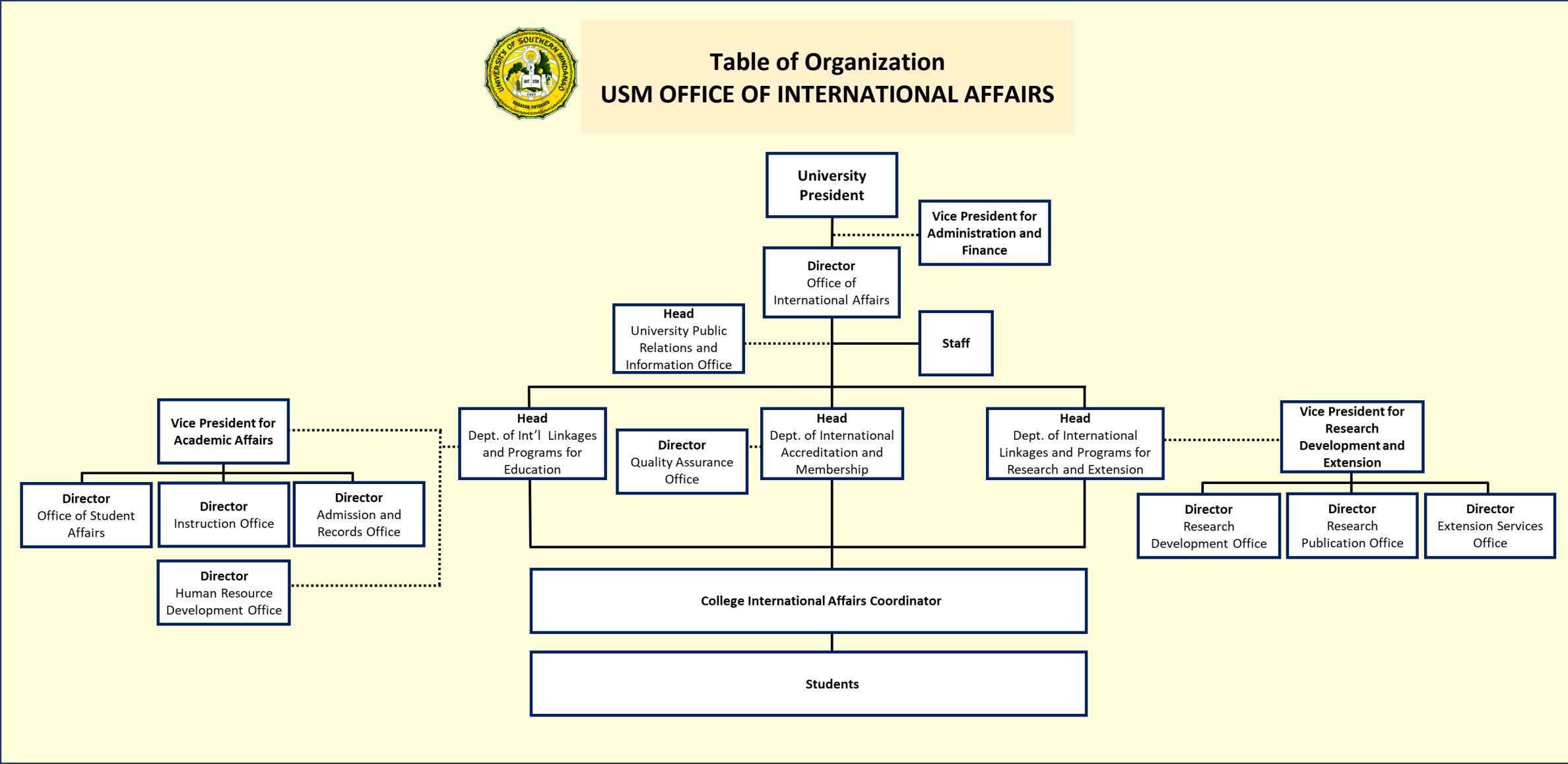


Figure 4. Proposed table of organization for the University of Southern Mindanao-Office of International Affairs (USM-OIA).



#### IV. Objectives, Roles and Responsibilities of the Office

The internationalization of University of Southern Mindanao is anchored in its vision and mission of providing quality education and producing globally competitive graduates. The USM Office of International Affairs' (USM-OIA) main mission is to create and sustain international linkages with Foreign Higher Education Institutions (FHEIs) and research institutions and organizations. Moreover, the OIA will ensure that partnerships between international linkages are efficiently and effectively carried out. The Office shall perform its task to bring the University into a globally recognized status in terms of quality and relevant education, innovative and impactful research, and effective collaboration.

The following are the functions of the USM Office of International Affairs:

1. Internationalize the University and its undergraduate and postgraduate degree programs;
2. Support activities related to initiating and coordinating collaboration with international higher education and research institutions;
3. Initiate and facilitate Memorandum of Agreements or Memorandum of Understanding between partner higher education and research institutions;
4. Take lead in the promotion, coordination, and overall logistics in exchange of international students, faculty members, and researchers;
5. Increase international mobility programs for the University's academic and non-academic employees, as well as students;
6. Keep track, manage, and update the University's international affairs;
7. Make international affairs consulting programs more accessible;
8. Create and maintain a database of the University's international activities;
9. Inform the university community, relevant authorities, and the general public on the results of foreign affairs initiatives;
10. Supervise activities pertaining to the University's international ranking, accreditation, and membership.

#### IV. Office of International Affairs Director and Department Heads

##### A. Functions of the Director

The office shall be headed by a Director who shall perform the following:

1. Provide leadership in the preparation, implementation, development, and evaluation of internationalization activities of the university;
2. Coordinate with Vice President for Academic Affairs, Vice President for Research Development and Extension, and Vice President for Administration and Finance on matters on international affairs of the university;
3. Develop strategic alliances and manage institutional partnerships and collaborations with international organizations and other foreign universities and colleges;

4. Provide leadership and coordinate with different academic, research, and extension units in developing international education direction, research and extension agenda including international agreements, funding opportunities, information on student exchanges, participation in visits and profile-raising;
5. Provide information and advice to the University community about the different international programs available within the scope of education and research.
6. Create collaborative programs pertaining to international student and their issues;
7. Attend and be visible/present in events/programs on campus that are relevant to international student and their issues;
8. Work closely with administrators, directors, faculty and staff, as well as attend staff meetings related to internationalization;
9. Assist student organization, academic colleges and administrative units on addressing concerns on internationalization;
10. Assist the University to build its international profile through visits, media coverage, events, and conferences to ensure presence of the University at international education and research force.

## **B. Functions of the Department Heads**

### **B.1. Head of the Department of International Linkages and Programs for Education**

The Head of the Department of International Linkages and Programs for Education shall perform the following functions:

1. Assist the Director in developing strategic alliances and manage institutional partnerships and collaborations with international Higher Education Institutions;
2. Work with different academic units on the formulation of their plans and strategies on education-related internationalization activities;
3. Coordinate with the Office of the Vice President for Academic Affairs, Admission and Records Office, and Office of the Director for Instruction on matters pertaining to admission, internship, exchange, and mobility of both inbound international and outbound USM students.
4. Assist inbound international students during the initial stage of the enrollment/admission process e.g. entrance exam, academic document requirements, payments, visa requirements, accommodation, etc.;
5. Coordinate with the Office of the Human Resource Management Office on matters pertaining to faculty and staff exchange and mobility;
6. Assist the Office of Student Affairs to develop and manage international opportunities for students;
7. Provide faculty members of the University information on international capability and capacity-building activities, conferences, fora, trainings, and workshops; and,
8. Cascade all information to all concerned personnel;

## **B.2. Head of the Department of International Linkages and Programs for Research and Extension**

The Head of the Department of International Linkages and Programs for Research and Extension shall perform the following functions:

1. Assist the Director in developing strategic alliances and manage institutional partnerships and collaborations with international research and extension institutions;
2. Work with different academic units on the formulation of their plans and strategies on research and extension-related internationalization activities;
3. Coordinate with the Office of the Vice President for Research Development and Extension, Office of Research Development, Office of Publication Services, and Office of Extension Services on matters pertaining to researcher and extensionist exchange and mobility and publication of outputs.
4. Assist the VPRDE in developing and managing of international opportunities for researchers and extensionists;
5. Inform and advise the University community about the different international programs available within the scope of research and extension.
6. Advise faculty, students, researchers, and extensionists in international research and extension collaborations;
7. Provide researchers and extensionists of the University information on international capability and capacity-building activities, conferences, fora, trainings, and workshops; and,
8. Cascade all information to all concerned personnel.

## **B.3. Head of the Department of International Accreditation and Linkages**

The Head of the Department of International Linkages and Programs for Research and Extension shall perform the following functions:

1. Assist the Director in developing strategic alliances and manage institutional partnerships and collaborations through memberships in international higher education institutions and research and extension organizations and consortia;
2. Ensure that the roles and responsibilities of the University as a member of international organizations are carried out;
3. Facilitate the application of the University to international accreditation such as QS University Rankings, Webometrics, World Universities with Real Impact (WURI), Zairi Excellence in Higher Education, etc.
4. Coordinate with the Office of University Quality Assurance on international accreditation-related matters;
5. Coordinate and assist the academic units on the international accreditation of undergraduate and postgraduate degree programs;
6. Cascade all information to all concerned personnel.

IV.I Departments

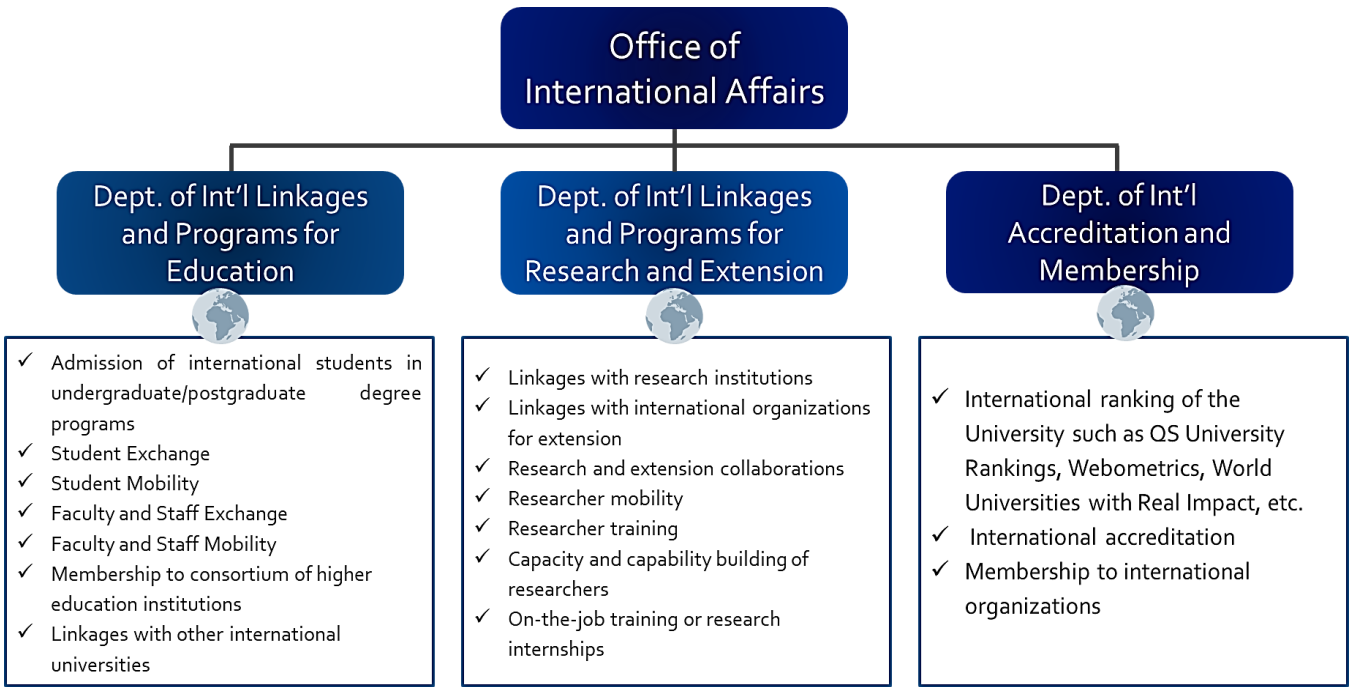


Figure 5. Office of International Affairs and its departments.

A. Department of International Linkages and Programs for Education

The Department will take charge and assist the director in collaboration with the Vice President for Academic Affairs, Director of the Admission and Records Office, and the Director of the Human Resource Development and Management Office on concerns related to the following:

- Admission of international students in undergraduate/postgraduate degree programs
- Student Exchange
- Student Mobility
- Faculty and Staff Exchange
- Faculty and Staff Mobility
- Membership to consortium of higher education institutions
- Linkages with other international universities

B. Department of International Linkages, and Programs for Research and Extension

The Department will take charge and assist the director in collaboration with the Vice President for Research Development and Extension, Director of Research Development Office, and Director of Publication Services Office on concerns related to the following:

- Linkages with research institutions
- Linkages with international organizations for extension
- Research and extension collaborations
- Researcher mobility
- Researcher training

- Capacity and capability building of researchers
- On-the-job training or research internships

### **C. Department of International Accreditation and Membership**

The Department will take charge and assist the director in collaboration with the Director of the University Quality Assurance Office on concerns related to the following:

- International ranking of the University such as QS University Rankings, Webometrics, World Universities with Real Impact, etc.
- International accreditation
- Membership to international organizations

V. SWOT ANALYSIS

Strengths

- ✓ ISO 9001:2015 certified
- ✓ Excellent academic reputation
- ✓ Top university in Region XII
- ✓ Top 50 in the list of Philippine schools in Webometrics
- ✓ Rank 19 in Science, Rank 38 in Top Research Productivity out of 106 Higher Education Institutions (HEIs)
- ✓ Nationally recognized Center of Excellence and Center of Development
- ✓ Level IV re-accredited in BS Biology by the Accrediting Agency of Chartered Colleges and Universities in the Philippines
- ✓ Strong research culture in terms of projects and publications
- ✓ Strong management support in quality assurance initiatives
- ✓ Availability of research facilities (USMARD, S&T Building, etc)
- ✓ Recognized as NICER (Niche Centers for the Region) for Cacao
- ✓ Availability of library resources
- ✓ Excellent commitment to quality and relevant education and research
- ✓ Strong commitment to quality in the national and international level
- ✓ Numerous linkages with international HEIs and research institutions
- ✓ Competent faculty in flexible/blended instruction delivery
- ✓ Highly motivated undergraduate and postgraduate students with scholarship grants

Weaknesses

- ✓ Absence of a centralized office to handle the international affairs of the university
- ✓ Lack of policies on international student admission, student, faculty, researcher exchange and mobility
- ✓ Lack of international students enrolled in undergraduate or postgraduate degree programs
- ✓ Absence of dual degree programs with foreign higher education institutions (FHEIs)
- ✓ Not sustainable linkages with international institutions
- ✓ Limited membership in international organization
- ✓ No existing policies in hiring international faculty
- ✓ Very low participation of faculty members, students, and researchers in internationalization-related activities in education and research
- ✓ Very few faculty members and researchers have exposure to international universities
- ✓ Limited budget allocation for student exchange and mobility programs
- ✓ Slow or erratic internet connectivity
- ✓ Limited in-campus internationalization-related initiatives and activities
- ✓ Limited number of faculty members and researchers engaged in research-related endeavors
- ✓ Limited facilities to house international students and faculty



Opportunities

- ✓ Long-term partnerships/collaborations with international higher education and research institutions
- ✓ Membership opportunities for USM in international organization
- ✓ Access to numerous international conferences, seminars, workshops
- ✓ Strategic location of USM in Region XII
- ✓ Technological development and innovation in education and research
- ✓ Rising competition with other higher education institutions
- ✓ Funding opportunities for research and infrastructure development
- ✓ Improved housing facility in the University for international students, faculty, and researchers
- ✓ Low cost of living for student, faculty members, and researchers

Threats

- ✓ Perception of security threats in North Cotabato or Mindanao as a whole
- ✓ Travel warnings and bans
- ✓ Economic crisis
- ✓ Decreasing public funding for internationalization-related activities
- ✓ Pandemic

## VI. USM Internationalization Strategies and Future Plans

### A. International Accreditation and University Ranking

Internationalization Aspect	Methods/Plans/Strategy	Year						What was done so far/ Accomplishments
		2022	2023	2024	2025	2026	2027	
1. QS University Ranking	<ul style="list-style-type: none"> <li>✓ Increase the ranking of USM in QS University Ranking</li> <li>✓ Increase the overall QS stars to three (3) or better</li> <li>✓ Sustain areas with 3 stars (academic development) and 4 stars (facilities)</li> <li>✓ Develop strategies for the improvement of QS stars for areas on teaching, employability, internationalization, research, online learning, subject tracking, program strength, arts, and culture, innovation, social responsibility, and inclusiveness.</li> </ul>	✓	✓	✓		✓	✓	<ul style="list-style-type: none"> <li>✓ Submitted data to QS last February 4, 2022, for preliminary evaluation and on March 2023 for updating of data.</li> <li>✓ Integration of internationalization strategies and indicators in the operational plan of the University.</li> <li>✓ Communicated with VPAA, VPRDE, RDO, RPSO, ARO, and UPRIO.</li> </ul>
2. Webometrics and EduRank	<ul style="list-style-type: none"> <li>✓ Improve the ranking of USM (top 30 in 2022 onwards) in terms of online visibility</li> <li>✓ Review indicators and methodology for the 2022 evaluation</li> <li>✓ Improve and sustain the rank of the University</li> </ul>	✓						<ul style="list-style-type: none"> <li>✓ Coordinated with RDO and RPSO on publication and research impact and productivity issues and concerns.</li> <li>✓ Conducted webinar and coaching of the university research personnel on increasing their web presence.</li> <li>✓ Integration of mentorship and coaching strategies for researchers (one on one coaching on publication, creation of Google Scholar, ResearchGate, ORCID accounts).</li> </ul>
3. Zairi's International Excellence Awards	<ul style="list-style-type: none"> <li>✓ To be shortlisted and eventually considered for Research Excellence Award</li> </ul>	✓						<ul style="list-style-type: none"> <li>✓ Submitted application form for the award last February 15, 2022.</li> </ul>



Internationalization Aspect	Methods/Plans/Strategy	Year						What was done so far/ Accomplishments
		2022	2023	2024	2025	2026	2027	
(Research Excellence Award)	<ul style="list-style-type: none"> <li>✓ Improve research impact and productivity</li> <li>✓ Crafting and submission of research proposals that are innovative, state-of-the-art, novel, and impactful</li> </ul>							<ul style="list-style-type: none"> <li>✓ USM is shortlisted as one of the top 3 HEIs for the award.</li> <li>✓ Will submit application for the award on 2023.</li> <li>✓ Coordinated with RDO and RPSO on publication and research impact and productivity issues and concerns.</li> <li>✓ Conducted webinar and coaching of the university research personnel on increasing their web presence.</li> <li>✓ Integration of mentorship and coaching strategies for researchers (one on one coaching on publication, creation of Google Scholar, ResearchGate, ORCID accounts).</li> </ul>
4. World Universities with Real Impact (WURI)	<ul style="list-style-type: none"> <li>✓ To qualify for World Universities with Real Impact (WURI)</li> <li>✓ Review indicators and methodology of WURI</li> </ul>		✓					<ul style="list-style-type: none"> <li>✓ Integration of internationalization strategies and indicators in the operational plan of the University.</li> </ul>
5. Times Higher Education World University Rankings	<ul style="list-style-type: none"> <li>✓ To qualify for Times Higher Education World University Rankings</li> <li>✓ Review indicators and methodology of THE</li> </ul>		✓					<ul style="list-style-type: none"> <li>✓ Integration of internationalization strategies and indicators in the operational plan of the University.</li> </ul>
6. International University Accreditation (Accreditation Service for International Schools, Colleges,	<ul style="list-style-type: none"> <li>✓ To be the first ASIC-accredited university in the Philippines</li> <li>✓ Review the areas to be evaluated, methods of evaluation, accreditation fee, etc.</li> <li>✓ Coordinate with the University Quality Assurance Office</li> </ul>		✓	✓				<ul style="list-style-type: none"> <li>✓ Review of the methods for accreditation is on-going</li> <li>✓ Downloaded forms needed for the accreditation</li> </ul>

Internationalization Aspect	Methods/Plans/Strategy	Year						What was done so far/ Accomplishments
		2022	2023	2024	2025	2026	2027	
and Universities or ASIC) (UK-based)								
7. Other program-based international accreditation	To qualify for program-based international accreditation for STEAM degree programs				✓	✓	✓	Review minimum requirements for international accreditation

### B. Education-related Activities for Internationalization

Internationalization Aspect	Methods/Plans/Strategy	Year						What was done so far/ Accomplishments
		2022	2023	2024	2025	2026	2027	
1. Admission/ Enrollment of International Students	<ul style="list-style-type: none"> <li>✓ Admit international students to the University's undergraduate and postgraduate degree programs</li> <li>✓ Harmonize policies on education-related matters/international student admission/enrollment</li> </ul>	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>✓ Integration of internationalization strategies and indicators in the operational plan of the University.</li> <li>✓ Adopt existing policy on international student admission.</li> </ul>
2. Student exchange and mobility	<ul style="list-style-type: none"> <li>✓ Adopt existing mechanisms on student mobility and exchange (e.g. Erasmus Mundus) and evaluate applicable provisions to USM</li> <li>✓ Explore the possibility of offering dual degree programs with partner HEIs; preliminarily evaluate degree programs with potential for dual degree programs (setting of criteria such as accreditation level, COE/COD status, etc)</li> </ul>			✓	✓			<ul style="list-style-type: none"> <li>✓ Integration of internationalization strategies and indicators in the operational plan of the University.</li> </ul>

Internationalization Aspect	Methods/Plans/Strategy	Year						What was done so far/ Accomplishments
		2022	2023	2024	2025	2026	2027	
3. Faculty Exchange and Mobility	<ul style="list-style-type: none"> <li>✓ Adopt existing mechanisms on faculty mobility and exchange (e.g. Erasmus Mundus) and evaluate applicable provisions to USM</li> <li>✓ Consider formulation of policies on international professorship (compensation, accommodation, etc.)</li> </ul>			✓				<ul style="list-style-type: none"> <li>✓ Integration of internationalization strategies and indicators in the operational plan of the University.</li> </ul>
4. Personnel (Faculty, Academic Staff, Administrators) and Student Development Programs and Training	<ul style="list-style-type: none"> <li>✓ Encourage faculty members to pursue post-graduate education in international higher education institutions.</li> <li>✓ Provision of funding support for international seminars, trainings, workshops.</li> <li>✓ Attendance of administrators, faculty, staff, students to international conferences, trainings, workshops, fora, etc. for potential collaboration, improvement of teaching and learning strategies, curriculum design and revision, and degree program offering.</li> </ul>	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>✓ Integration of internationalization strategies and indicators in the operational plan of the University.</li> <li>✓ Allocation of budget support for internationalization.</li> </ul>
5. Curriculum Design for International Students	<ul style="list-style-type: none"> <li>✓ Benchmark on best practices of Higher Education Institutions in the Philippines and abroad.</li> <li>✓ Harmonize curriculum of identified degree programs with potential for internationalization (student admission, mobility)</li> <li>✓ Explore the possibility of inter-university offering of degree programs for</li> </ul>	✓	✓					<ul style="list-style-type: none"> <li>✓ Benchmarking activities was done in Philippine HEIs.</li> <li>✓ Initial harmonization of one degree program (BS Agriculture) in the regions for possible student mobility.</li> </ul>

### C. Research and Extension

Internationalization Aspect	Methods/Plans/Strategy	Year						What was done so far/ Accomplishments
		2022	2023	2024	2025	2026	2027	
1. Increasing research impact and productivity of USM research force	<ul style="list-style-type: none"> <li>✓ Improve online visibility of USM research productivity and impact through creation of Google Scholar, ResearchGate, ORCID accounts</li> <li>✓ Provision of incentives for international publication (WOS, Scopus-indexed) journals and patents</li> </ul>	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>✓ Integration of internationalization strategies and indicators in the operational plan of the University.</li> <li>✓ On-going one-on-one/personalized mentorship on proposal and publication writing (RPSO and RDO)</li> <li>✓ Webinar on improving web presence of research as part of the initiative was conducted last February 23, 2022 to USM faculty members and researchers.</li> <li>✓ Provision of BOR approved incentivization system for publication and patent</li> <li>✓ Recognition of outstanding researchers, inventors, extensionists are embedded in the institutionalized Program on Awards and Incentives for Service Excellence</li> </ul>
2. Research and Extension Linkage	<ul style="list-style-type: none"> <li>✓ Revisit MOA/MOUs with international linkages to revive collaborations with these institutions</li> </ul>	✓	✓					<ul style="list-style-type: none"> <li>✓ Integration of internationalization strategies and indicators in the operational plan of the University.</li> </ul>
3. Researcher exchange and mobility	<ul style="list-style-type: none"> <li>✓ Collaborate with international linkages for possible exchange or mobility of researchers especially on skills improvement/ capability-building.</li> <li>✓ Adopt researcher mobility or exchange mechanisms and best practices of other HEIs</li> </ul>	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>✓ Integration of internationalization strategies and indicators in the operational plan of the University.</li> </ul>

Internationalization Aspect	Methods/Plans/Strategy	Year						What was done so far/ Accomplishments
		2022	2023	2024	2025	2026	2027	
4. International Research, Development and Extension Funding	✓ Enhance collaboration with international HEIs and research institutions for funding support.	✓	✓	✓	✓	✓	✓	✓ MOA/MOUs are reviewed for existing partners. ✓ The international network of the University is being improved as it is identified by international agencies as a delivering and partner institution for some research and development projects. ✓ Integration of internationalization strategies and indicators in the operational plan of the University.

#### D. Membership

Internationalization Aspect	Methods/Plans/Strategy	Year						What was done so far/ Accomplishments
		2022	2023	2024	2025	2026	2027	
1. Association of Universities of Asia and The Pacific  Note: USM is already a member  USD 800 for one year or USD 2400 for three years	✓ Sustain membership in the organization ✓ Allocate budget for the annual membership.	✓	✓	✓	✓	✓	✓	✓ USM is already a member. The benefits of the membership are: <ul style="list-style-type: none"> <li>• International and general conferences</li> <li>• General assembly meetings</li> <li>• Student and staff exchanges</li> <li>• Academic fora and learning sharing activities</li> <li>• Center for Global Nonkilling (GCNK) programs</li> <li>• student competitions</li> <li>• sports and cultural activities</li> </ul>

Internationalization Aspect	Methods/Plans/Strategy	Year						What was done so far/ Accomplishments
		2022	2023	2024	2025	2026	2027	
								<ul style="list-style-type: none"> <li>• industry-academia collaboration</li> <li>• internationalization of the HEI</li> </ul>
<p>2. International Association of Universities (IAU)</p> <p>Note: USM is NOT yet a member</p> <p>3,100 euros (middle income country with more than 10000 students) annually</p>	<ul style="list-style-type: none"> <li>✓ Improve on the university's profile to be listed as a member HEI</li> <li>✓ Allocation of budget for membership</li> </ul>			✓	✓	✓	✓	<ul style="list-style-type: none"> <li>✓ Reviewed membership guidelines.</li> <li>✓ The benefits of the membership are:               <ul style="list-style-type: none"> <li>• The most representative association of higher education institutions and their associations with more than 650 members in some 120 countries</li> <li>• A UNESCO partner, uniquely positioned to collaborate with many international organizations</li> <li>• A key source of expertise in four strategic priorities: leadership, internationalization, sustainable development, and technology.</li> <li>• Expansion of USM reach through development of global network and increased visibility.</li> </ul> </li> </ul>

## VII. Financial Requirements

### A. Personnel of the Office of International Affairs

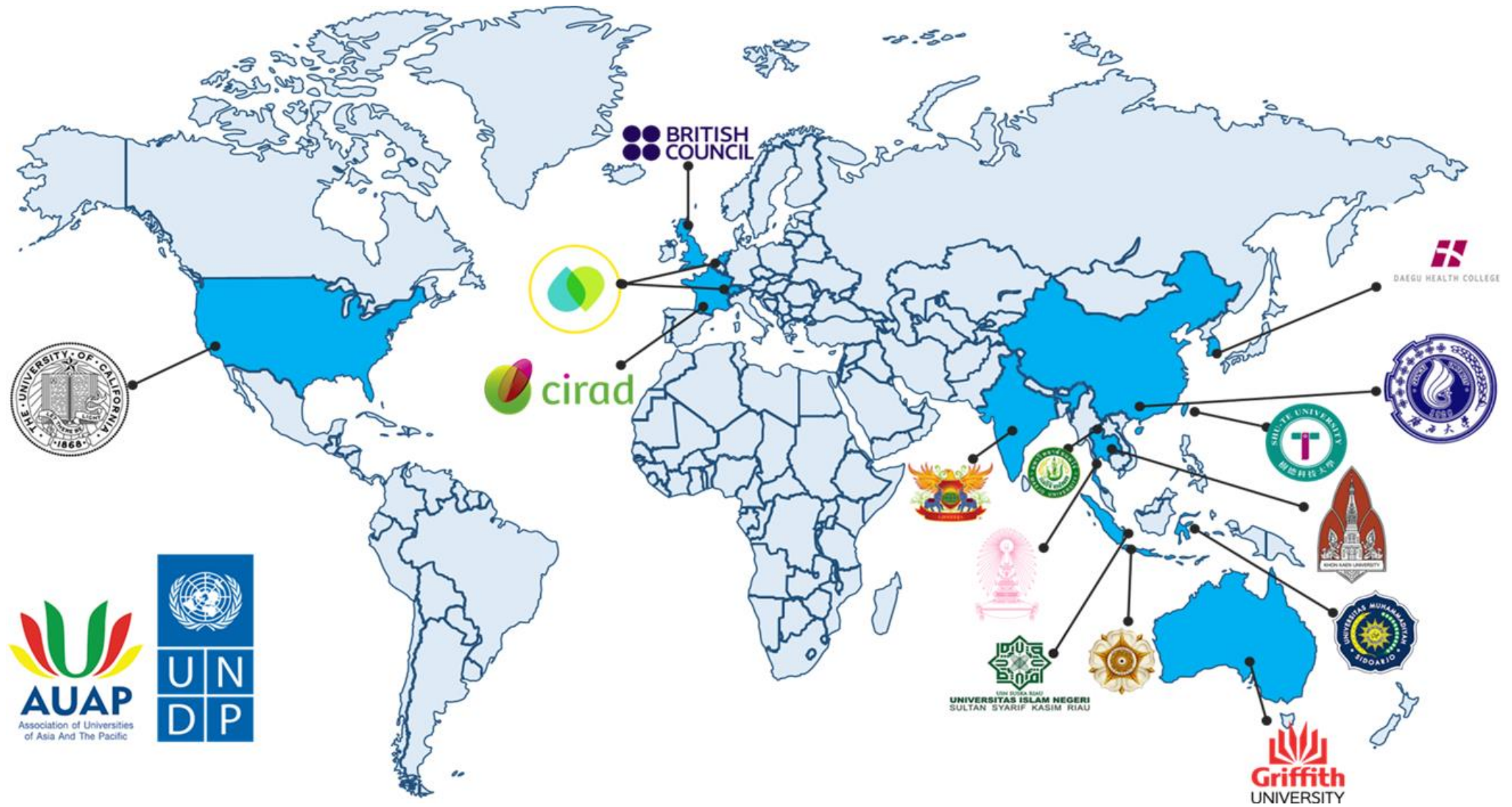
- The Director of the Office of International Affairs shall be entitled to a load displacement of twelve (12) units on Vacation/Sick Leave status and will receive additional pecuniary benefits and privileges subject to existing law or policy.
- The Department Heads shall be entitled to a load displacement of six (6) units on Vacation/Sick Leave status and will receive additional pecuniary benefits and privileges subject to existing law or policy.

### B. Funds for the Operation of the Office

- The operation of the Office of International Affairs shall be supported by the General Administration and Support Services (GASS) and other funds subject to government accounting and auditing rules.



## VIII. Existing International Collaborations



Institution	Country	Linkage	Year	Nature of Collaboration	What was done so far/ remarks	Contact Person/ Contact Details
Maejo University, Chiang Mai	Thailand	Education and Research	2022	Partnership/ collaboration	New MOU	
Universitas Gadjah Mada (UGM)	Indonesia	Education and Research	2022	Partnership/ collaboration	New MOU	
Daegu Health College	South Korea	Education and Research on Health	2022	Partnership/ collaboration	New MOU	National Institute for International Education(NIIED) <a href="mailto:webmaster@studyinkorea.go.kr">webmaster@studyinkorea.go.kr</a>
British Council	United Kingdom	Cooperative Education/ Faculty Training	2021 to present	Partnership/ collaboration	<ul style="list-style-type: none"> <li>Trained 3 USM faculty members as EME Master Trainers</li> <li>USM received funding from the British Council (P132,000.00)</li> </ul>	<b>Kris Anne Cortez</b>   Programme Officer, Education  British Council   7/F The Curve   32nd Street corner 3rd Avenue   Bonifacio Global City, Taguig City 1635   Philippines  <a href="mailto:krisanne.cortez@britishcouncil.org.ph">krisanne.cortez@britishcouncil.org.ph</a>
Ajeenkya DY Patil University	India	Education and Research	2021 to present	Partnership/ collaboration	<ul style="list-style-type: none"> <li>Conducted joint research international conference with USM faculty as resource speakers</li> </ul>	<b>Dr. Vijay Kulkarni, Professor, HOD,</b> Centre for Research, Member Doctoral Research Committee (DRC- ADYPU), Conference Chair , International Conference - 6 , 7 & 8 Oct 2021 Ajeenkya DY Patil University, D Y Patil Knowledge City, Charholi BK, Via Lohegaon, Pune , Maharashtra, India <a href="http://www.adypu.edu.in">www.adypu.edu.in</a> What's app : +919373919926, +919284594473, <a href="http://www.adypu.edu.in">www.adypu.edu.in</a>

Institution	Country	Linkage	Year	Nature of Collaboration	What was done so far/ remarks	Contact Person/ Contact Details
						<a href="mailto:vijay.kulkarni@adypu.edu.in">vijay.kulkarni@adypu.edu.in</a>
Universitas Muhammadiyah Sidoarjo	Indonesia	Education and Research	2017 to present	Partnership/ collaboration	<ul style="list-style-type: none"> <li>No activity as of this time</li> </ul>	Office of International Affairs by email: <a href="mailto:iro@umsida.ac.id">iro@umsida.ac.id</a>
Sultan Syarif Kasim State Islamic University of Raiu	Indonesia	Education and Research	2018 to present	Partnership/ collaboration	<ul style="list-style-type: none"> <li>No activity as of this time</li> </ul>	Sultan Syarif Kasim State Islamic University Jl. Subrantas Km. 15, Pekanbaru, 28293 Tel: 0761-562223 Email: <a href="mailto:humas@uin-suska.ac.id">humas@uin-suska.ac.id</a>
Shu-Te University	Taiwan	Education and Research	2017 to present	Partnership/ collaboration	<ul style="list-style-type: none"> <li>No activity as of this time</li> </ul>	Contact : Office of International and Cross-Strait Affairs  Tel : +886-7-6158000 ext.1607,1609,1610,1615 Email : <a href="mailto:oica@stu.edu.tw">oica@stu.edu.tw</a> Address : No.59, Hengshan Rd., Yanchao Dist., Kaohsiung City,82445 Taiwan (R.O.C.)
Faculty of Agriculture, Khon Kaen University	Thailand	Education and Research	2015 to present	Partnership/ collaboration	<ul style="list-style-type: none"> <li>Khon Kaen University sent 2 students for internship in the USM in 2015</li> </ul>	<b>Darunee Jothityangkoon</b> <a href="mailto:darcho@kku.ac.th">darcho@kku.ac.th</a> Assoc. Dean for Planning and Quality Improvement Faculty of Agriculture, Khon Kaen University, Khon Kaen, 40002, Thailand Tel.: 66-4320-2360 Fax.: 66-4320-2361

Institution	Country	Linkage	Year	Nature of Collaboration	What was done so far/ remarks	Contact Person/ Contact Details
Centre de Coopération Internationale en Recherche Agronomique pour le Développement (CIRAD)	France	Research/ Faculty Training	2016 to 2020	Partnership/ collaboration	<ul style="list-style-type: none"> <li>One faculty of USM was trained by CIRAD on somatic embryogenesis of rubber.</li> <li>DOST-PCAARRD funded the training, CIRAD provided expertise.</li> </ul>	
Association of Universities of Asia and the Pacific (AUAP)	Asia Pacific Region	Education, Research, Inter-university cooperation	2017 to present	Membership	<ul style="list-style-type: none"> <li>USM is an active member of AUAP.</li> </ul>	<b>Supaporn Chuangchid</b> Executive Secretary Association of Universities of Asia and the Pacific (AUAP) Suranaree University of Technology Academic Building 2, 111 University Avenue Suranaree District. Muang, Nakhon Ratchasima 30000, Thailand  Email: <a href="mailto:auapmembersevents@g.sut.ac.th">auapmembersevents@g.sut.ac.th</a> Phone: +66 857687474
Chulalongkorn University	Thailand	Education and Research	2014 to present	Partnership/ collaboration	<ul style="list-style-type: none"> <li>Chulalongkorn University provided training to one faculty of USM under the Chemistry Department.</li> </ul>	Dr. Azhar Bin Ariffin Halal Science Center Chulalongkorn University <a href="mailto:azhar@halalcouncil.org">azhar@halalcouncil.org</a>
University of California – Davis	USA	Education and Research	2015 to present	Partnership/ collaboration	<ul style="list-style-type: none"> <li>UC-Davis researchers provided lecture to USM.</li> </ul>	<b>Jim Hill</b> <a href="mailto:jehill@ucdavis.edu">jehill@ucdavis.edu</a> UC Davis