

حكومة أقليم كوردستان – العراق
وزارة التعليم العالي والبحث العلمي
رئاسة جامعة حلبجة
مديرية العلاقات الأكاديمية الدولية



حكومه تی هه رێمی کوردستان – عێراق
وهزاره تی خوێندنی بالۆ توێژینه وهی زانستی
سه روکایه تی زانکۆی هه له بجه
به رێوه به رایه تی په یوه ندییه ئه کادیمییه نیوده وله تیه کان

Kurdistan Regional Government
Ministry of Higher Education and Scientific Research
Presidency of University of Halabja
Directorate of International Academic Relations

Internationalization Strategy of University of Halabja (UoH) From (2020) to (2024)

Mission

The mission of the university is to prepare highly qualified scholars and specialists in all scientific and academic fields. The university strives to provide access to higher education opportunities that enable graduate and undergraduate students to develop knowledge and skills necessary to achieve their professional goals, to improve the productivity of their institution and to provide leadership and service to their communities. The University is dedicated to prepare students according to the needs and standards of an increasingly globalized and intercultural world and labor market. In order to realize a highly international environment for study and research, the university will increase the number of international students and staff. For this, a strategy for international marketing will be developed and implemented.

Vision

UoH strives to become one of the leading universities on a regional and ultimately international level by providing and maintaining high quality learning and teaching opportunities, offering a highly attractive research environment, as well as being a highly socially engaged university, which with its education, research and social outreach activities contributes significantly to the development and prosperity of Halabja Governorate and the region at large.

The Goals of Internationalization

1. Quality of Education

Enhancing the quality of education is important to attract highly talented students both locally and internationally. In return, the university will have educated future leaders and graduated highly qualified students that make the university increasingly popular and internationally more recognized. Besides, improving the quality of education assists the university financially thereby increasing its autonomy. Providing high-quality education also opens the door for participating

in an increased number of international projects such as exchange of student, staff as well as joint research.

The University plans to improve the quality of education:

The university plans to increase the quality of education by providing contemporary learning materials and resources (such as course books) that are state-of-the-art in terms of contents and similar to those in use at international universities. Additionally, the materials and resources must fulfill the educational needs of a contemporary, market-oriented education that increase graduates' employability.

Furthermore, UoH plans to enhance transparency, to reform its administrative structure, as well as to revise and amend existing regulations in order to adjust to new models of education.

Also, UoH will provide incentives like rewards to lecturers for internationalization activities, while developing research centers and labs fit for international teaching projects and providing equipment for practical lessons with international partners.

In addition, teachers, employees and students will take language courses in language center prioritizing English.

Furthermore, the university will engage in exchange agreements with international partner universities and develop social engagement projects with international academics and students.

Besides, UoH will update the study programs according to international standards and demands of the market.

The expected results are:

The number of students will increase by 20% annually, especially outstanding ones. The University will provide the labor market with skilled people and influence Halabja city by achieving 100 projects in four years for serving the community. In this, the university will include international students and staff as well as use the international experience of its own students and staff. The University will increase the number of foreign students by 20% annually that means new experience and

exposure to new cultures, from which the university can benefit from. The University will exchange students and bring in expertise from foreign universities. Foreign international staff will increase by 10%-15% to teach at our university. Teachers are broadly involved in internationalization of teaching (at least 50%).

How the results and actions are measured:

Goals	Actions/results		Indicator	Benchmark
Improve the Quality of Education	providing contemporary learning materials and resources (such as course books) that are state-of-the-art in terms of contents and similar to those in use at international universities	The number of students will increase %20 annually especially outstanding ones	Increase in student numbers	by 20% annually
	enhance transparency, reform its administrative structure, as well as to revise and amend existing regulations in order to adjust to new models of education	The number of students will increase 20% annually especially outstanding ones	Increase in student numbers	by 20% annually
	update the study programs according to international standards and demands of the market.	The University will increase foreign students %20 annually that means new experience and encounter to new culture which the university can benefit from .	Increase in foreign student numbers	by 20% annually
		The University will provide market with skilled people	satisfaction of employers with skill level of graduates	at least 7 on a 10 point scale
	Development of social engagement projects with international academics and students	and influence the city by achieving 100 projects in four years for serving community	number of community projects with international students and staff and international experience of own students and staff	25 per year
	Teachers, employees and students take language courses in language center as the prioritizing English	Teachers have a level B2 in English	% of teachers with English at least B2	(+20% annually with goal 100%)
		Students have a level of B2 in English.	% of students with English at least B2	(+20% annually with goal 100%)

	Provide incentives like rewards to lecturers for internationalization activities	Teachers are broadly involved in internationalization of teaching.	% of teachers involved in internationalization activities in teaching	(+20% annually with the goal of 50% of total)
	developing research centres and labs fit for international teaching projects and providing equipment for practical lessons with international partners	Foreign international staff will increase 10%-15% to teach at our university.	Increase in number of int. Academics employed	10-15% annually
	Engage in exchange agreements with international partner universities	The University will exchange students and bring in expertise from foreign universities	increase in number of study abroad placements for students	(+10% annually)
increase in number of incoming exchange students			(+10% annually)	
increase in number of stay abroad places for staff			(+10% annually)	
increase in number of incoming exchange staff			(+10% annually)	

2. The quality of research

For enhancing the quality of research, it is important to encourage the university’s researchers and academic staff to engage in and to produce high quality research to be published in high impact factor journals thereby achieving high numbers of citations. This will result in researchers and academics becoming widely known and internationally recognized. In addition, high quality research will lead to innovation that will have a tangible impact directly benefiting the development of Halabja City, the Kurdistan Region and Iraq.

The university plans to achieve this by:

First, by opening the best-equipped research centre, which will include state-of-the-art equipment and instruments needed for research and examination of materials.

Second, UoH encourages researchers to carry out research with international partners by supporting them financially and giving them promotions based on scientific merit.

Third, by providing university staff with access to high impact factor journals.

Fourth, UoH will emphasize joint research activities with local and international universities, which will enable the university to achieve a higher level of internationalization.

Fifth, by conducting joint research by building bilateral relations between UoH and local and international universities.

Sixth, by encouraging international joint research projects focusing on community needs.

The expected results are:

First, the percentage of citations will increase to 400% of the current level, which leads to the popularity of our University centre locally and internationally and attracts researchers to do their researches at our university.

Second, the amount of the research, which is done for serving the community will increase.

Third, the number of citations by the score of Google scholar and research gate will be increased.

Fourth, an increased acquisition of financial resources for both the University and the researcher, which can be used to fund further international activities or the development of the university. Additionally, the annual number of researchers being awarded grants will increase.

The results will be measured by:

Goals	Actions	Results	Indicator	Benchmark
improve the Quality of Research	First, opening the best developed centre which will include newly invented equipment and instruments needed for the research and examinations of materials.		feedback of international scholars on quality of the centre	at least 7 on a 10 point scale
	Second, the UoH encourages the researchers to carry out research with international partners by supporting them financially and giving them scientific promotions.		increase in % of academics involved in international research projects	(+10% annually with goal 50%)
	Third, having reading access by the UoH to the high impact factor journals.		Increase in high impact journals available to UoH researchers	(+20% annually with goal 100%)
	Fourth, the UoH emphasizes on conducting joint research between local and international universities. This leads the university to Internationalization.		increase in % of academics involved in international research projects	(+10% annually with goal 50%)
	Fifth, conducting Joint Research concerns the UoH by building bilateral relations between UoH and local and international universities.		increase in number of MoUs annually	(+10% annually)
		First, the percentage of citations will increase to %400 of the current level which leads to the popularity of our University centre locally and internationally and attracts researchers to do their researches in our centre.	increase in number of citations	(+20% annually with the goal of 400% of starting value)
	Encouraging international joint research projects focusing on community needs	Second, the amount of the research, which is done for serving the community, will increase.	increase in number of international projects for the community	(+10% annually)
		Third, the number of citations by the score of Google scholar and research gate will be increased.	increase in number of citations	(+20% annually with goal 400% of

				starting value)
		Fourth, an increased acquisition of financial resources for both the University and the researcher, which can be used to fund further international activities or the development of the university. Additionally, the annual number of researchers being awarded grants will increase.	increase in international research funding	(+20% annually)

3. Preparing students for life and work in an intercultural and globalizing world

In an increasingly globalized and intercultural world, it is important to equip students and staff with the knowledge, competences and skills necessary to navigate the increasingly international work environment, thereby enabling them to work and compete internationally and to build successful international careers. Additionally, providing students and staff with intercultural skills is key for them to successfully engage in any form international activity, which is considered a core competence of every contemporary or future employee.

The university plans to achieve this by:

First, by offering students and staff English language courses in the university's Language Center.

Second, UoH is preparing to implement the Bologna Process thereby providing the foundations for an increased internationalized study experience and as a result better preparing students to work in a globalized world.

Third, UoH plans to modernize the curricula according to contemporary, internationally recognized standards as well as the needs of the labor market.

Fourth, by implementing a global education in the future.

Fifth, by increasing the number of students participating in exchange programs. To maximize the internationalization effect of outgoing mobility and to use it for internationalization at home, UoH will require students who went abroad to share their experience by publishing articles on the university's webpage and social media channels as well as by presenting seminars to those who stayed at home. This is also expected to motivate other students to participate in exchange programs.

Sixth, motivating academics to build bilateral relations with other universities and academics from abroad.

Seventh, our students take training courses offered by the university's Career Development Center (CDC) on how to write CVs according to international standards thereby providing the skills necessary to apply for jobs and scholarships abroad.

The expected results will be:

First, our students will be increasingly aware of the globalized world, especially the universities. We will conduct a survey to measure this goal.

Second, an increased percentage of students and staff who achieve a good or higher level of foreign languages.

Third, experiencing social, cultural and historical diversity during their studies will educate the students on issues of the globalized world. To measure this goal, we will conduct a survey.

Fourth, due to the knowledge, skills and competence that the students have acquired during their studies, they will have better chances to find employment according to their skills and proficiency.

The results will be measured by:

Goals	Actions	Results	Indicator	Benchmark
Well-preparing students for life and work in an intercultural and globalizing world	First, offering the students and staff English language course in Language Center.	the percentage of students and staff who could achieve a good or higher level of foreign languages.	% of teachers with English at least B1/B2	(+20% annually with goal 100%)
			% of students with English at least B1	(+20% annually with goal 100%)
	Second, UoH is preparing to implement the Bologna Process thereby providing the foundations for an increase internationalized study experience and as a result better preparing students to work in a globalized world.		share of programmes aligned to Bologna	(+20% annually with goal 100%)
	Third, UoH plans to modernize the curricula according to contemporary, internationally recognized standards as well as the needs of the labor market.		share of programmes with an internationalised curriculum	(+20% annually with goal 100%)
	Fourth, implementing a global education in the future.		share of programmes with an internationalised curriculum	(+20% annually with goal 100%)
			share of students with an internationalisation experience (at home or abroad)	(+20% annually with goal 100%)
			share of staff with an internationalisation experience (at home or abroad)	(+20% annually with goal 100%)
	Fifth, by increasing the number of students participating in exchange programs. To maximize the internationalization effect of outgoing mobility and to use it for internationalization at home, UoH will require students who went abroad to share their experience by publishing articles		share of outgoing students participating in this activity	50%

	on the university's webpage and social media channels as well as by presenting seminars to those who stayed at home. This is also expected to motivate other students to participate in exchange programs.			
	Sixth, motivating academics to build bilateral relations with other universities and academics from abroad.		share of academics involved in international partnerships	(+10% annually with goal 50%)
	Seventh, our students take training courses offered by the university's Career Development Center (CDC) on how to write CVs according to international standards thereby providing the skills necessary to apply for jobs and scholarships abroad.		share of graduates with an international CV	(+20% annually with goal 100%)
		our students will be increasingly aware of the globalized world, especially the universities	Average result of students on a Learning outcome survey on globalization issues	at least 6 on a 10 point scale
		experiencing social, cultural and historical diversity during their studies will educate the students on issues of the globalized world	Average result of students on a Learning outcome survey on globalization issues	at least 6 on a 10 point scale
		due to the knowledge, skills and competence that the students have acquired during their studies, they will have better chances to find employment according to their skills and proficiency	share of graduates employed within 12 months after graduation	(+20% annually with goal 100%)

4. Enhancing the international reputation and visibility of the institution

Increasing the university's international reputation and visibility is of great importance, since it will increase the university's changes to engage in international activities with foreign universities and scientific institutes, in turn supporting the university's efforts to become a center for research and innovation. Furthermore, increasing the university's reputation and international visibility is key to attracting

students locally and from abroad, especially outstanding ones, to study at UoH. Lastly, by attracting highly talented students, academics and researchers from abroad to study and work at UoH the university will make international knowhow and expertise as well as skilled employees available to Halabja and the Kurdistan Region of Iraq thereby actively contributing to their socio-economic development.

The university plans to achieve this by:

Intensifying the support for the incoming students from abroad provided by the university administration, its departments and colleges.

Expanding the offer for the university's lecturers and academics to participate in English Language Course at least once annually.

Knowing that the university's website is the go-to-place to find information on the institution, the university will revise its website, especially its English language section, to better present the institution and to make the information more accessible to an international audience.

By requiring our international students to give feedback on their experience and publicize it on the university's website.

Additionally, the university plans to open two departments to serve the community and foreign students for the academic year 2019-2020.

The expected results will be:

Incoming students will advocate for a stay at UoH at home because of their positive experience.

Due to their increased competence in English, academics will be more present in conferences and able to communicate with international partners.

We will see substantially more traffic on our website and mentioning of the university in social media.

The website will attract more attention due to the optimization and the publicized feedback of international students.

The two new departments generate more interest in the activities of the university regarding community outreach and international students in the social media.

The results will be measured by:

Goals	Actions	Results	Indicator	Benchmark
Enhancing the international reputation and visibility of the institution	Intensifying the support for the incoming students from abroad provided by the university administration, its departments and colleges.	Incoming students will advocate for a stay at UoH at home because of their positive experience.	share of international students that proactively advocate the university at their home institution	(+20% annually with goal 100%)
	Expanding the offer for the university's lecturers and academics to participate in English Language Course at least once annually.	Due to their increased competence in English, academics will be more present in conferences and able to communicate with international partners.	share of academics participating actively (papers etc) in international conferences	(+10% annually with goal 50%)
	Knowing that the university's website is the go-to-place to find information on the institution, the university will revise its website, especially its English language section, to better present the institution and to make the information more accessible to an international audience.	We will see substantially more traffic on our website and mentioning of the university in social media.	increase in views, clicks etc on the website and mentionings of the university in social media	(+10% annually)
	Requiring our international students to give feedback on their experience and publicize it on the university's website.	The website will attract more attention due to the optimization and the publicized feedback of international students.	increase in views, clicks etc on the website	(+10% annually)
	The university plans to open two departments to serve the community and foreign students for the academic year 2019-2020.	The two new departments generate more interest in the activities of the university regarding community outreach and international students in the social media.	increase in views, clicks etc on the website and mentionings of the university in social media	(+10% annually)

5. Providing service to society and community (social engagement)

As a public institution, serving society and the local community through social engagement is an important part of the university's mission. Here, the university will use its internationalization activities to increase its capability to fulfill this mission. One important aspect in this regard will be to reinforce and facilitate the

research and understanding of the genocide conducted in Halabja and to raise international awareness to the historical genocidal events in Halabja as well as the topic of genocide in general.

The university plans to achieve it by:

First, the university's Law Department's and Social Sciences' curriculum will be adapted to include the subject of genocide so as to recognize the Kurdish genocide as an act of genocide and it will be offered in English and especially to incoming international students.

Second, The University will create a Sport Society and Charity Society acting as links between the university's students and society with a large number of students participating in creating these student societies. The students will then conduct campaigns and implement projects at the University to help economically and socially disadvantaged people in the city. The university will especially motivate international incoming students to participate in these activities, always partnering with a local students.

In addition, UoH regularly will organize sport activities, which the students and people in the area will participate in. The university will actively involve international students and staff in these events.

Third, UoH plans to engage English Department students in offering English language course for the wider public during the summer time; international students will again be motivated to participate.

The expected results will be:

Due to their programs and good proficiency as well as international relevance, a number of governmental and private sectors (especially outside Kurdistan) consult the university's Law Department for numerous issues, especially genocide cases and their legal prosecution.

The level of English proficiency among the population rises significantly.

Students (international and domestic) are more aware of societal problems such as genocide.

The results will be measured by:

Goals	Actions	Results	Indicator	Benchmark
Providing service to society and community (social engagement)	First, the university's Law Department's and Social Sciences' curriculum will be adapted to include the subject of genocide so as to recognize the Kurdish genocide as an act of genocide and it will be offered in English and especially to incoming international students.		increase in number of foreign students enrolled for courses including genocide	(+10% annually)
			increase in number of Kurdish students enrolled in these English taught programs	(+10% annually)
	Second, The University will create a Sport Society and Charity Society acting as links between the university's students and society with a large number of students participating in creating these student societies. The students will then conduct campaigns and implement projects at the University to help economically and socially disadvantaged people in the city. The university will especially motivate international incoming students to participate in these activities, always partnering with a local students.		share of international students that participate in these activities	(+20% annually with goal 100%)
	In addition, UoH regularly will organize sport activities, which the students and people in the area will participate in. The university will actively involve international students and staff in these events.		share of international students and staff that participate in these activities	(+20% annually with goal 50%)
	Third, UoH plans to engage English Department students in offering English language	The level of English proficiency among the population rises significantly.	increase in number of people participating in the courses	(+20% annually)

	course for the wider public during the summer time; international students will again be motivated to participate..		share of participants with at least a level A2 in English	at least 50%
		Due to their programs and good proficiency as well as international relevance, a number of governmental and private sectors (especially outside Kurdistan) consult the university's Law Department for numerous issues, especially genocide cases and their legal prosecution.	increase in number of cases in which the university is consulted on these matters	(+20% annually)
		Students (international and domestic) are more aware of societal problems such as genocide.	share of students that show at least a sufficient awareness (survey) of such problems	(+20% annually with goal 100%)

6. How shall the internationalization strategy link to the university development plan?

Though being a still young higher education institution, the University of Halabja is committed to the process of internationalization, by that becoming an increasingly international university in the future. To achieve this goal, the university will link its internationalization strategy to the university's development plan thereby rendering internationalization one of the key priorities for future development activities and allocating significant resources to internationalization.

In this line, the university, first, will make the implementation of the Bologna Process a high-priority activity in university development and will implement a training program for its academic staff concerning Bologna.

Second, the university will allocate significant resources to offer language courses to its students and staff, in which the priority is given to English, since it is the main tool for and lingua franca of internationalization.

Third, the university will allocate significant resources to and render a priority the signing of Memoranda of Understandings to exchange staff and students, to hold joint conferences with local and international institutions and to conduct joint research.