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Transfer of Good Practices  
& Reinforcement of  
Internationalisation  
Strategies in Kurdistan

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## **Work Package 4.2**

### **Evaluation of national and institutional strategies**

**ERASMUS+ KA2 586290-EPP-1-2017-1-DE-EPPKA2-CBHE-SP**

**CM CONSULTING**

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# DEVELOPMENT OF INTERNATIONAL STRATEGIES

## Aims and Objectives

This evaluation was planned in WP4 in order to assess the final versions of the national and institutional internationalisation strategies.

It builds on the first evaluation of the draft templates in late 2018.

## National strategy

The Ministry of Higher Education and Scientific Research (MHESR) was not able to provide a strategy during the last year. Currently, the University of Göttingen (UGOE) has been preparing – in cooperation with the Global Impact Institute (GII) – a comprehensive strategy draft, however the current status within the MESHHR is unknown to the evaluator. Therefore, this part of the evaluation report has to remain open.

## Institutional strategies

With regard to the institutional strategies, the first phase of the external evaluation in 2018 consisted of assessing the process of developing the strategies for internationalisation from the Kurdish partner universities. Thereby, it was expected to include "Internationalisation" as one of the main priorities within the institutional strategic plans. Furthermore, the first drafts needed constant supervision and rephrasing. It required GII and UGOE to conduct in-depth trainings on strategy development to bring strategies formulated up to conventional standards. The participants learned that in order to develop Kurdish institutions internationally, strategies should:

- (a) enhance high quality, ground-breaking research that will have an impact on thinkers, policymakers, and business leaders locally, regionally and internationally
- (b) develop programmes that prepare students to succeed in the modern global economy
- (c) create opportunities for international exchange with high quality institutions, for both students and academic staff
- (d) promote and publish their strengths on the international stage. This strategy aims to help each institution achieve a deep-rooted and rewarding international culture, and global impact in its work.

As a result, the strategies were meant to bring about measurable benefits for each HEI in a wide range of educational areas, such as:

- Improved cultural understanding between Kurdish HEIs and key international partners
- Increased sustainable and diversified recruitment of highly-qualified students
- Recruitment of high-quality staff internationally
- Research partnerships which may have intellectual value, longevity and impact
- Enhanced institutional reputation and better rankings
- Increased international income through business, research, student fees, benefactors and alumni
- Better employment and exchange opportunities

The first evaluation in late 2018 helped to:

- Evaluate the quality and quantity of activities organized to strengthen organizational processes
- Measure the contribution of internationalisation to overall institutional goals, vision, and mission
- Gauge the effectiveness of an international strategy
- Benchmark with other Kurdish universities
- Assess the internationalisation of existing institutional practices
- Make recommendations and action plans through reviewing the current status of internationalisation
- Underly key areas for improvement in second and third year.

The methodology helped to evaluate the contribution of internationalisation to overall institutional goals, vision, and mission (Evaluate internationalisation efforts as a component of overall institutional performance). Improvement was a key driver for any type of measurement.

While the first stage was based on a template provided to all partners, the subsequent strategies were then written as unique documents of each university. Not every university had to pursue the same goals, set the same priorities or use all Indicators for Mapping and Profiling Internationalisation (IMPI) goals.

The universities provided a first draft by end of March 2019, this was then analysed and commented by Global Impact Institute (GII) as WP3 leader. Thereafter their strategies for internationalisation were revised. In most cases, GII received and reviewed second drafts, in some cases even third drafts. In these two (or three) rounds of review, it had become clear that the main issue was mainly and at large to properly link results that they wanted to achieve with indicators to measure these results. Consequently, during the Brno meeting on June 24, 2019, the universities were trained on how to identify indicators again and worked in loco on finalising them.

Then they prepared a third and final version of their strategy which was cross-checked by GII now supported by the project's coordinator, the University of Göttingen (UGOE). In many cases, as reported by Dr. Uwe Brandenburg, even reviewed versions lacked a coherent set of

indicators. Partners thus were helped by GII and UGOE to rewrite most of the strategies to set them at acceptable standards. Positive exceptions regarding the indicators were Duhok Polytechnic University and University of Raparin which in the final versions had only little changes left to be made regarding indicators, while the text parts of the strategy of the University of Raparin still needed substantial revision by UGOE – as was the case with practically all Kurdish partners. Accordingly, the project coordinator at UGOE verified that all strategies were written correctly - from a quality of text and wording perspective.

All these revisions were taken into account and finally all universities delivered functional internationalisation strategies by the end of year 2 of the project.

The individual final strategies are henceforth individually evaluated in function of four variables:

- a. existence of a vision and a mission with an international perspective as suggested in the trainings by GII and supported by UGOE to form a philosophical basis for the concrete actions of the strategy;
- b. a coherent set of goals (if possible, following the suggested IMPI goals) addressed by actions which in turn are reasonably covered by indicators;
- c. coherence and flow of the text;
- d. the level of support required to achieve the final draft of the strategy<sup>1</sup>.

## **01. SALAHADDIN UNIVERSITY**

### Vision & Mission:

The strategy of Salahaddin University (SU) contains a quite comprehensive vision with an international perspective. The mission is much briefer and also coherent, however, it lacks a concrete international perspective, despite numerous comments by GII and UGOE in this respect.

### Coherence of goals, actions and indicators:

The strategy is now clearly linking goals to actions and indicators. However, the original strategy prior to the last review was still lacking useful and related indicators, so they had to be developed by GII and further refined by UGOE. The strategy does not follow the IMPI goals. Although this is not necessarily a disadvantage, it might render more complicated to compare SU's goals with other Kurdish HEIs that follow such internationally acknowledged benchmarking goals.

Also, the goals 4-7 seem to be more structural necessities and could be considered to be summarized under "optimizing structures and procedures" but they can also work as is.

It generally aligns the internationalisation strategy with the general goals of the university now under the section "Future Plan".

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<sup>1</sup> Since GII and UGOE revised all strategies in place (the text itself as well the indicators)

### Coherence and flow of text:

The final version reads fluently and is easy to understand.

### Level of support required:

According to UGOE and GII, SU needed substantial support with intensive and fundamental work for the indicators (mainly GII with support of UGOE) and also substantial editorial work regarding the quality of text (mainly UGOE).

## **02. UNIVERSITY OF CHARMO**

### Vision & Mission:

The strategy of the University of Charmo (CHU) contains a comprehensive vision with also a clear international perspective. The mission is very extensive and slightly too detailed albeit without a direct link to internationalisation, just a mentioning of “complex cultural and physical worlds”. It is noteworthy their attempt to be Bologna champions within the Kurdish higher education landscape.

### Coherence of goals, actions and indicators:

The strategy is now clearly linking goals to actions and indicators and follows the IMPI goals.

The development of strategy is now closely linked to the development plan. As the university is developing, they are considering the key programmes including sociology, anthropology, multiculturalization, international study environment, infrastructure and top-level research to be coincided with the internationalisation goals. In order to evaluate the internationalisation process and its achievements, CHU will make a committee that includes some professional academics who are looking after the internationalisation goals specifically. They will be asked to provide a report at the end of each semester and the report should be sent to the University Council for discussion.

### Coherence and flow of text:

The final version reads fluently and is also easy to understand.

### Level of support required:

Charmo has shown considerable commitment throughout the process and improved especially the performance regarding the indicator development under the supervision of GII. However, due to considerable editorial work needed, also several new indicators had to be developed with the help of UGOE.

In contrast to the development of indicators, no text version of the strategy that Charmo wrote themselves was at an acceptable level. Finally, UGOE revised the entire strategy and even did major editorial work on the very last version that followed the already revised version.

### **03. DUHOK POLYTECHNIC UNIVERSITY**

#### Vision & Mission:

The strategy of Duhok Polytechnic University (DPU) does not contain a vision nor a mission but only so-called “objectives”. However, the wording suggests that it is rather a vision and also contains a clear international orientation.

#### Coherence of goals, actions and indicators:

The strategy is now clearly linking goals to actions and indicators but does not follow the IMPI goals.

The internationalisation strategy is now also fully aligned with the general DPU strategy.

#### Coherence and flow of text:

The final version reads fluently and is easy to understand.

#### Level of support required:

DPU has shown substantial improvement during the process, more or less comparable to University of Raparin. However, a lot of support was needed to develop the indicators (mainly GII), though the version prior to the final review was already very good in terms of actions and indicators but still needed adjustments, even though it does not follow the IMPI goals. They always already integrate action and indicators with benchmarks. On the other hand, UGOE needed to revise the final version again regarding wording and finalising section linking intl. strategy with development plan. In this process, UGOE also revised some indicators.

### **04. ERBIL POLITECHNIC UNIVERSITY**

#### Vision & Mission:

EPU does not describe an explicit vision. The mission is brief but to the point and has a clear international orientation.

#### Coherence of goals, actions and indicators:

In previous versions, only the Bologna Process was considered for the goal of quality of education while in the final version, a number of activities are defined. The strategy is now

much more complex and has clear goals, actions, outcomes, indicators and benchmarks. It also follows the IMPI goals.

The internationalisation strategy is now also fully linked to the University Development Plan.

Coherence and flow of text:

The final version now reads fluently and is easy to understand.

Level of support required:

This strategy was one of the less well-developed strategies before the final revision, it was mainly completely rewritten in terms of text by UGOE. Also, the indicators had to be heavily refined, mainly by GII, during the different reviews and even at the last stage.

## **05. KISSR**

Vision & Mission:

Both, vision and mission are concise, to the point and include a clear and quite strong internationalisation component. They are well linked to the goals, actions and indicators.

Coherence of goals, actions and indicators:

In the end, after some strong intervention by the coordinator, KISSR provided a coherent strategy based on the expert recommendations and also follows the IMPI goals. The indicators chosen and described which were still rather incoherent before the final review, are now fully aligned. The strategy now follows the IMPI logic.

The internationalisation strategy is now also fully linked with the overall institutional development plan.

Coherence and flow of text:

The final version now reads fluently and is easy to understand.

Level of support required:

KISSR showed a good performance during strategy development. However, it has frequently ignored recommendations and suggestions by GII and UGOE which had to rewrite large sections of the strategy themselves.

## **06. UNIVERSITY OF HALABJA**

### Vision & Mission:

Both, vision and mission are concise, to the point and include a clear and quite strong internationalisation component. They also link very well with each other and build a good foundation for the following goals, actions and indicators.

### Coherence of goals, actions and indicators:

The University of Halabja (UoH) made substantial improvements compared to the very first assessment. The strategy also follows the IMPI goals and for each goal, clear actions, results, indicators and benchmarks are now defined.

UoH takes different steps to link the strategy and the development plan. However, the stated plans (such as appointment of scientific departments to implement Bologna process in the near future and, to this end, let its academic staff participate in the training courses concerning Bologna, offer language courses, primarily in English; sign MoUs to exchange staff and students, hold joint conferences with local and international institutions and conduct joint research; even “implementing the idea of Peace and Coexistence among everyone at the University and the city, including the mission to support religious coexistence as a part of the culture in the region”) are more aspects of a strategy than a real connection between strategy and development plan. It might be better to simply state that the core aspects of the internationalisation strategy will be implemented and included in any future larger university development plan.

### Coherence and flow of text:

The final version now reads fluently and is easy to understand.

### Level of support required:

UoH needed a substantial amount of support by GII and especially UGOE. The strategy was substantially adjusted throughout the process. The status before the final review regarding alignment of activities and measurement required a total overhaul by the reviewers from GII and UGOE.

## **07. SULAIMANI POLYTECHNIC UNIVERSITY**

### Vision & Mission:

While the vision has a clear connection with internationalisation, the mission of Sulaimani Polytechnic University (SPU) does not mention the aspect and therefore does not clearly connect to the internationalisation strategy as outlined with goals, actions and indicators. It seems easy to meliorate this gap by introducing a sentence or mentioning of internationalisation, since otherwise vision and mission easily connect with each other.

#### Coherence of goals, actions and indicators:

In general, the strategy has substantially improved through the different review levels. SPU chose to not entirely follow the IMPI goals but has a concise approach. The links between activities and indicators it is fully coherent now after several revisions. It seems worth pointing out that Goal 1 (International Learning and Study Abroad) is by far the most complex goal with consequently the largest amount of actions and indicators among all strategies.

The internationalisation strategy seems fully and logically aligned with the general SPU strategic plan.

#### Coherence and flow of text:

The final version now reads fluently and is easy to understand.

#### Level of support required:

SPU like most TIGRIS institutions required very substantial support by the coordinators at UGOE and the partner GII. According to the reviewers, it was needed a substantial amount of editing and revision to get to its final approved version.

## **08. UNIVERSITY OF RAPARIN**

#### Vision & Mission:

Vision and mission seem to constitute the greatest weakness in this strategy and also seem to be the least relevant regarding internationalisation among the TIGRIS strategies. The vision does not refer to internationalisation directly. The mission has internationalisation even as its first bullet point (although bullet points are fairly unusual in mission statements) but it does not really connect with the vision and more importantly is far too detailed and meanders through various quite general and also several very specific aspects. It might be advisable to only focus the mission on the five bullet points but form them into sentences and to align the vision to this mission.

#### Coherence of goals, actions and indicators:

The strategy follows the IMPI goals and has clearly defined actions, indicators and Benchmarks. It seems the University of Raparin (UoR) manages best among all Kurdish partners to focus on few but well defined actions. Thus, consistently we could deduce that UoR should have less problems for implementation of its strategy.

The internationalisation strategy links to the university development plan, with part of the university development geared towards internationalisation. UoR is now focusing on offering programmes (such as a Sociology and Anthropology program) that go well with the overall internationalisation of the university but seem to be planned to take internationalisation as a key component.

### Coherence and flow of text:

The final version flows well and is easy to understand.

### Level of support required:

While the UGOE and GII agree that UoR did a good overall job, they pointed out that various substantial revisions of the different versions of the strategy were necessary. The GII was thereby mainly focusing on the goals, actions and indicators as well as benchmarks mainly in the first versions of the strategy, while UGOE heavily revised and rewrote text parts and also revised some indicators.

## **09. UNIVERSITY OF SULAIMANI**

### Vision & Mission:

Both vision and mission are aligned and also show clear focus on internationalisation. They are actually among the strongest within the TIGRIS group in this respect and they go beyond a formal mentioning but rather link internationalisation to other values such as serving human rights and improve people's lives especially in the Kurdish region.

### Coherence of goals, actions and indicators:

The strategy strictly follows the IMPI goals and has clearly defined actions, indicators and Benchmarks. All actions are fully aligned with indicators and benchmarks although this was achieved only with substantial support by GII and to a lesser extent by UGOE.

Beyond the direct internationalisation goals, the University of Sulaimani (UoS) envisages to link the internationalisation strategy closely to the university development plan. This shall be done by revising the development plan based on the agenda and international components and analysing for which general developmental goals the international strategy could provide services which seems to be a very concrete and practical approach.

### Coherence and flow of text:

The final version flows well and is easy to understand.

### Level of support required:

UoS seemed to be one of the institutions that relied most on the work of UGOE and GII. Herein, GII revised most of the actions, tried to align the results as much as possible and especially offered support to define all indicators. UGOE on the other hand revised, streamlined and edited the text of the strategy to a considerable extent.

## Conclusions and main observations

After evaluating the above-mentioned institutional strategies, our remarks are the following:

- Universities needed time and strong guidance to develop functioning strategies. Naturally some institutions needed more guidance than others;
- Most universities struggled especially with the stringent logic from goal over action to result and indicator but managed in the end - although only with very strong support from the project coordinator UGOE and GII.
- Some universities seem still very ambitious, but this also may be due to account for regional and cultural specifications which drive the strategy development;
- It is often the case, like in many European universities, that strategies are not necessarily a joint effort of many but written by few. It is difficult to correlate sometimes the perception of managing people from international departments with the whole vision of the institution. A mitigation mechanism put in place by the project was the specific training in February 2019 where most Kurdish partners managed to establish small effective teams within each group;
- One of the flaws highlighted in the first report regarding the deficiency of proper indicators has been solved. However, it has to be mentioned that the definition of strategies up to expected standards would not have been possible for the Kurdish partners without strong guidance and suggestions by the project coordinator UGOE and WP3 leader GII;
- In contrast to the first assessment which was based on templates and DAC criteria, the strategies can be evaluated independently from that frame. Nevertheless, the performance of the institutions may affect the efficiency and effectiveness of the project (e.g. in terms of achievement of objectives and completion of activities on time).
- The process of the strategy development proves that the prerogative of the EACEA to grant as much as possible autonomous ownership to the Kurdish partners has its limits and it seems not recommendable to assume that simply through training sessions, participants could achieve the level of knowledge and understanding required;
- The deficiencies identified in the first report were ameliorated, and problems to define concrete actions and goals were mainly solved, that is:
  - confusion of strategy (i.e. stating what they plan to do) with reporting (telling what they already did) were addressed;
  - problems to see that there needs to be a clear link between an activity/action to a result to an indicator/benchmark and back were addressed and solved: i.e. no activity without a directly related result, no result without directly addressing indicators/benchmarks, no indicator without benchmarks, and backwards: no indicator/benchmark that has no result which it measures, no result that is not related to an action; these could be addressed; but also full consistency was not be aimed for to allow for cultural specifications as mentioned.

Overall speaking, the result is satisfactory in line with the goals of the project, especially due to the various extra rounds of improvement and rework by GII and UGOE since the first evaluation report on strategies.

Each Kurdish University received personal feedback to their inputs in various rounds. They were able to improve the differences observed between the institutional strategies and reports provided. We can thus state that all strategies are described on a satisfactory level.

All universities also initiated the process to ratify their internationalisation strategies. One of the paradoxes, and weaknesses, in the project is the pending approval of the Strategy for Internationalisation within the Ministry of Higher Education and Scientific Research in Iraqi Kurdistan. One of the reasons is the recent change at Ministry level after the latest elections in the region. Despite the undeniable support provided to the TIGRIS project, internal policy changes are harder to deliver within governmental institutions.

A table with partners and ratification dates has taken place as follows:

Institution	Date of Council Session given in the letter, during which the strategy was approved	Date of email with which the letter of approval was submitted	Date of letter of approval
SU	31.07.	09.08.	08.08.
UOR	no information provided	09.08.	08.08.
CHU	20.08.	21.08.	21.08.
KISSR	no information provided	04.09.	29.08.
SPU	21.07.	06.09.	03.09.
UOS	28.07.	12.09.	11.09.
UOH	no information provided	26.09.	25.09.
DPU	26.08.	06.10.	30.09.
EPU	09.10.	08.11.	07.11.
MHESR	n/a	n/a	n/a

In green: HEIs respecting the deadline; In orange: HEIs delayed; In red: institutions not fulfilling any deadline

As said above, it is regrettable that MESHHR did not manage to provide any strategy and factually did not perform at all in this aspect of the project. This is especially problematic, since only a clear, concise and comprehensive national internationalisation strategy will allow the Kurdish university to fully benefit from the results of the TIGRIS project.

# Annex:

## Goals, Actions and Indicators by university

### 01. SALAHADDIN UNIVERSITY

#### Goal 1: Education and Multicultural / International Campus

Actions	Result	Indicator	Benchmark
A. Supports student and staff exchange in study, teaching, training, research and development activities within inter-institutional agreements,	1- Open doors to international students regardless of their educational cultural backgrounds;	1 Number of countries represented among the international students	2020: 5; 2021: 10; 2022; 20
B. Develops joint academic study programmes at undergraduate and postgraduate level with qualified international universities,	2 Plan to have suitable tuition fees according to the financial capability of the community;	2 Existence of a tuition fee table normalised according to UN and Worldbank income data per country	yes
C. Updates curricula to provide students & graduates with skills appropriate to the needs of international science and the world of business. Salahaddin University promotes multicultural education and interdisciplinary programmes,	3 Recruit international academic staff and professors to work at SU;	3 Annual increase in percentage of international academics employed at SU	5% p.a.
D. Re-designs the curricula to increase its international recognition and comparability,	4 Encourage international students and academic staff to visit SU for both short & long term visits to stand on the latest academic & scientific positions at SU;	4a Increase % of international students among all p.a. 4b Increase % of international academics among all p.a.	4a 10% p.a. 4b 5% p.a.
E. Conducts efforts to improve the capacity of academic staff to teach in a foreign language,	5 Reward academics who conduct joint research with international staff & universities;	5 Existence of a reward system	yes
F. Ensures the employment of qualified academic and administrative staff and encourages the staff to participate in training in order to gain the required qualifications,	6 Provide accommodation to international students and academics who visit SU free of charge;	6a % of international students who can live in a dorm 6b % of international scholars who can live in a dorm	80% 100%
G. Supports programmes and activities to increase the international experience of academic and administrative staff,	7 Facilitate visa procedures for international students and academics in collaboration with the local authorities.	7a % of int. Students satisfied with visa support 7b % of int. academics satisfied with visa support	90% 90%

H. Supports the intake of international undergraduate and graduate students,	8 Establishing the three-cycle system in higher education,	8 System established	yes
I. Supports the recruitment of international academic staff,	9 Aligning the credit systems (e.g. the European Qualifications Framework EQF and credit system ECTS),	9 ECTS installed	yes
J. Makes arrangements in providing the social, cultural, sportive and psychological needs of international students.	10 Improving the quality of education with internal quality assurance (assessed by Quality Assurance Agencies),	10 Satisfying assessment by external QA agency	at least "good" (level 3 out of 4)
K. Supports increasing the number of courses in a foreign language and integrating them into the curriculum.	11 Enhancing the relevance of learning and teaching (the world of work connections, fostering the employable and transferable skills) and	11 % of students that feel that they have acquired necessary employability skills through international experience	80%
	12 Providing flexible, innovative learning approaches and delivery methods by exploiting the new technologies to enrich and support personalized learning	12 % of degree programmes with New technologies and methods	2020: 20% 2021: 40% 2022: 60%
	13 Further develop partnerships through Erasmus+ with universities and non-HE organizations in program and partner countries in order to produce innovative outputs or exchange best practices,	13 Increase in number of partnerships	2020: 20% 2021: 30% 2022: 40%
	14 Acquire experience of the European countries the development and upgrading higher education programmes in order to raise the level of teaching, education and research into international standards, as an important step to internationalize the university.	14a % of academics that feel that they have acquired this knowledge 14b % of administrative staff that feel that they have acquired this knowledge	30% 30%
	15 Engage in a number of development and networking activities, such as international strategic improvement of the professional skills of the academic staff, higher education capacity building,	15 number of activities	5

	16 Facilitate the learning mobility opportunities for students, academic staff, trainees, volunteers, youth workers and young people	16a increase in mobility placements for students 16b increase in mobility placements for academics 16c increase in mobility placements for trainees 16d increase in mobility placements for volunteers 16e increase in mobility placements for youth workers 16f increase in mobility placements for young people	each indicator 10% p.a.
	17 Increase the capacity to operate at international level,	17 perception of the leadership that the capacity has increased	at least "increased" (level 3 out of 4)
	18 Improve management methods,	18 % of staff that thinks the management methods have improved	50%
	19 Access to more funding opportunities and projects,	19 Increase in external funding	20% p.a.
	20 Increase the ability to prepare, manage, and follow-up projects	20 % of staff that thinks the ability to prepare, manage and follow up on projects has increased	50%
	21 Provide a more attractive portfolio of opportunities for learners and teachers.	21a of academics that think SU improved the portfolio 21b of learners that think SU improved the portfolio	both 60%
	22 reduced unemployment, especially among young people,	22 decrease in unemployment rate	2% p.a.
	23 promoting adult learning, especially for new skills and skills required by the labor market,	23 increase in number of adult learners	20% p.a.
	24 Encouraging young people to take part in the processes and supporting innovation, cooperation and reform.	24 share of people under 30 involved in the internationalisation process	2020: 30% 2021: 40% 2022: 50%

## Goal 2: Research-Development Activities

Actions	Result	Indicator	Benchmark
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A. Works to increase cooperation agreements with international HEIs,	1- Create an opportunity for the existing academic staff to peruse and conduct postdoctoral research abroad;	1 % of academics involved in at least 1 int. research project	2020: 10% 2021: 20% 2022: 30%
B. Supports the implementation of international joint projects for research and development activities with both HEIs and other international companies.	2- Establish academic and scientific cooperation with international universities and research centers;	2 % increase of research projects with at least 1 international partner	2020: 10% 2021: 20% 2022: 30%
C. Encourages activities to enhance the international recognition of research projects in terms of outputs such as; publications, licenses and patents.	3- Encourage and rewards university staff who publish research papers in international journals with high impact factors;	3 System established	yes
D. Ensures the necessary arrangements and agreements to obtain the necessary internal and external resources to increase the number and quality of international research and development activities.	n/a	n/a	
E. To promote and support short or long term research activities of internationally qualified researchers at Salahaddin University.	n/a	n/a	

### Goal 3: University-External Stakeholder Cooperation

Actions	Result	Indicator	Benchmark
A. Implements agreements with national and international public and private institutions.	1- Activates and implements signed MOU's with world universities and institutions;	1 % increase in number of MoUs	20% p.a.
B. Carry out activities to increase the number of agreements,	2- Encourages and attracts enterprises, research institutes & private sector to invest at Salahaddin University-Erbil;	2a % increase in number of enterprises that invest in SU research 2b % increase in research budget from enterprises	2a 20% p.a. 2b 30% p.a.
C. Support the activities carried out to increase the number of externally supported international projects.	n/a	n/a	
D. Support training opportunities for students within the university or other enterprises.	n/a	n/a	

### Goal 4: International University Accreditation (ASIC)

Actions	Result	Indicator	Benchmark
Pursue ASIC accreditation	1 Full international accreditation of Salahaddin University by ASIC	1 International accreditation achieved	1 Yes (by 2024)

### Goal 5: Information Technology & Communication (ITC)

<b>Actions</b>	<b>Result</b>	<b>Indicator</b>	<b>Benchmark</b>
Implementing IMS	1 Implementation of Information Management System (IMS)	1 IMS developed and implemented	1 Yes (by 2024)
Implementing LMS	2 Implementation of Learning Management System (LMS)	2 LMS developed and implemented	2 Yes (by 2024)

### Goal 6: International Relations Office

<b>Actions</b>	<b>Result</b>	<b>Indicator</b>	<b>Benchmark</b>
Implementing the IRO	1 Overseeing international partnerships and collaboration	1 Mechanism for overseeing international partnerships and collaboration developed, and implemented	1 Yes (by 2020)
	2 Managing the university's study abroad and exchange program	2 Mechanism for managing the university's study abroad and exchange program developed, and implemented	2 Yes (by 2020)
	3 Promoting, and coordinating international scholarship activities	3a Mechanism for promoting, and coordinating international scholarship activities developed, and implemented	3a Yes (by 2020)
		3b Number of promoting activities conducted per year	3b (3/year)
	4 Directing, designing and implementing the university's strategy	4 Mechanism for directing, designing and implementing the university's strategy developed and implemented	4 Yes (by 2020)
	5 Conducting strategic review of global engagement	5a Mechanism for conducting strategic review of global engagement developed and implemented	5a Yes (by 2020)
		5b Number of strategic reviews conducted and reports issued	5b 2 p.a.

### Goal 7: Academic Services

Providing a range of academic services to promote internationalisation	1 development and delivery of a range of international activities throughout the staff and student lifecycles	1a % of staff that have participated in an international activity developed by the Academic Services	1a (25%)
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		1b % of students that have participated in an international activity developed by the Academic Services	1b (2.4%)
	2 provide support and advice to staff and to students	2a % of students advised	2a (1%)
		2b % of staff advised	2b (5%)
		2c overall satisfaction of students and staff advised based on surveys conducted with students and staff advised	2c satisfaction at least "good"
	3 deliver a range of international transformational projects across the University	3 Number of international transformational projects delivered	3 (14 by 2024)
	4 ensure that the international activities of the University are conducted in accordance with the University's own procedures and regulations and in compliance with external legislative requirements	4a Mechanism for ensuring regulatory and legal compliance developed, and implemented	4a Yes (by 2020)
		4b % of activities in compliance with regulations and legal requirements	4b 100%

## 02. UNIVERSITY OF CHARMO

### Goal 1: Improving the quality of education

Actions	Indicator	Benchmark
Creating a committee as well as an evaluation and reporting framework for monitoring and assessing the quality of implementing the Bologna Process	Existence of the committee	yes
	Evaluation and reporting framework developed	yes
Increasing and assessing English language proficiency of university staff and students.	% of students that increase English language proficiency from A2 to B1	50% per semester
	% of students with English language proficiency level B2	2020 20%, 2021 40%, 2021 60%
	% of staff with English language proficiency level B2	2020 20%, 2021 40%, 2021 60%
	% of students provided with free English course (benchmark: )	increase by 25% each year with the goal of 100% in 4 years
Enhancing the university's engagements in internationalizing education by -at- Home and increasing academic mobility	Number of new Memoranda of Understanding (MoUs) and exchange agreements for both student and academic internationalisation goals	2-7 p.a.
	Selected positions at Charmo University are advertised internationally on English	Yes by 2020
<i>Internationalisation at home / of the curriculum indicators</i>	Percentage of students taught at least one course in English by a foreign teacher	2020 10%, 2021 20%, 2022 50%, 2023 100%
	Number of incoming international students that give at least one tutorial for Charmo students	2020 10, 2021 20, 2022 30, 2023 50
	Number of incoming international teachers giving at least 1 course in English	2020 4, 2021 5, 2022 10, 2023 20
	Number of students coming to CHU through mobility program from other universities	2020 10, 2021 15, 2022 20, 2023 40
<i>Mobility abroad</i>	Number of students sent abroad per academic year (benchmark: 2020 3, 2021 4, 2022 6, 2023 12)	(2020 5, 2021 10, 2022 15, 2023 20)
	Number of academics sent abroad to get training in teaching methods and digitalization process	2020 2, 2021 4, 2022 8, 2023 16
	Number of training courses given by international experts to academic staff	2020 1, 2021 3, 2022 4, 2023 5
	Number of students participated in summer school training by foreign academics	2020 5, 2021 10, 2022 15, 2023 20
Making post-graduate programmes at CHU more accessible for and attractive to international students by increasing the number of programmes taught in English.	% of postgraduate programmes with international students	10% p.a. increase
	% of postgraduate programmes taught in English	2020: 10% 2021: 20% 2022: 40%
Increasing the number of students and staff participating in international conferences and workshops	Increase in number of students and staff participating in international conferences and workshops per year	5-10% p.a.

## Goal 2: Improving quality of research

Actions	Indicator	Benchmark
Increasing the acquisition of third-party funds from local and international companies as well as international organizations for joint international research projects.	Increase in the amount of funding and support for international research projects	10% p.a.
	Increase in the number of researchers who submit 2-3 joint international research projects per a year	20% p.a.
	Increase in the number of grant applications	10-15% per year
Developing joint international research projects as well as a network for international research cooperation	% of academic staff that submit at least 1-2 research proposals with an international partner	25% p.a.
	Increase in the number of international research projects	+4 p.a.
	Increase in the number of international partner institutions with whom Charmo University is engaged in joint research collaboration	+3 p.a.
	Number of new cooperation agreements European universities for research opportunities	6 p.a.
Increasing in the number of international publications with international partners and in high impact journals	Increase in the number of publications with at least one international partner	25% p.a.
	Number of publications in high impact journal	at least 1 p.a.
Sending researchers and scientists abroad for trainings focusing on scientific methodology and improving research skills as well as for conducting research.	Number of scientists and researchers sent abroad for trainings or research stays	2020 4, 2021 8, 2022, 10, 2023 12
Internationalizing doctoral education by increasing the number of doctoral students from Charmo University taking part in the Split-Site PhD Program for internationalisation of doctoral education funded by the KR Government	Increase in the number of PhD students taking part in the Split-Site Program of the KR Government	Increase of 30% p.a.

## Goal 3: Preparing students for globalized world

Actions	Indicator	Benchmark
Increase the percentage of incoming international students and staff actively involved in Internationalisation-at-Home activities; offer various activities including international students and staff such as student conference, poster competition, and research activities.	Number of Internationalisation-at-Home activities involving international students and staff	2 student conference, poster competition and research activities p.a. with the goal of 10 activities until 2022
	Increase in % of incoming international students and staff actively involved in Internationalisation-at-Home-activities	increase by 25% in the next for 4 with goal of 100%
Use modern communication technologies as well as the trend of digitalization for Internationalisation-at-Home and explore the concept and opportunities of virtual mobility.	Exploration study conducted and prerequisites for virtual mobility identified	yes until 2021
	Piloting activity developed and implemented	yes until 2021

Creating a multicultural university environment.	Adoption of a diversity index to measure cultural diversity	“yes” by 2021
	Consecutive increase in diversity p.a. shown	“yes”
Increasing multicultural awareness among its students and staff through taking part in international and exchange programmes.	Number of new cooperation agreements with stakeholders and universities from abroad for increasing awareness of culture and mobility opportunities.	6-8 p.a.
	Number of experts from other universities delivering their knowledge about multicultural awareness by providing seminars and workshops for the students and staff	5 p.a.
	Number of students and academics sent to universities abroad every year to get experience in an international environmental study	8 students, 2 academics p.a.
	% of exchange students sharing their experience with other students during Internationalisation-at-Home-related activities	100%

#### Goal 4: Increasing the Global Visibility of the University

Actions	Indicator	Benchmark
Introducing a focus on global issues in research conducted and publicizing and presenting findings to an international audience	Number of (international) research projects that focus on global issues	2 p.a. until 2022
	Number of publications that focus on global issues	4 p.a. until 2021 with the goal of increasing it to 10 until 2023
	Number of international conferences on global issues hosted at Charmo University	1 p.a. until 2023
Engaging in pioneering activities and building a unique portfolio of educational programmes and departments, where possible with international partners	Adopting the development of unique and innovative study programmes as central policy for developing the university's educational portfolio	adopted by university council “yes” until end of 2019
	Number of pioneering activities developed	2 until 2022
	Number of innovative/unique study programmes developed	2 until 2022
Enhancing the quality of the university's website by contracting external web-development experts and implementing capacity-building program for the university's IT staff.	Contracting with external web-development professionals for one year	yes until end of 2019
	Number of IT staff trained	6 Number until 2022
	Number of trainings and workshops for IT staff organized abroad	2-3 p.a.
	Revised website available in English, Kurdish and Arabic languages	“yes” until end of 2020
	Increase in number of visits to the revised university's website	200% increase in relation to visits generated by previous website
	Increase in quality of website (accessibility, comprehensiveness of information etc.) measured by visitor survey	rating for each category at least “good”

## Goal 5: Support the Community Engagement

Actions	Indicator	Benchmark
Increasing and enhancing the university's civic engagement activities through international mobility	Increased percentage of students going abroad for activities concerning social engagement	at least 30% per year
	Priority to topics such as women's right, religion, children's right, gender equality, and multicultural awareness for stays abroad	at least 30% of all stays
Increasing and enhancing the university's civic engagement activities through internationalisation at home	Number of debates and conferences on social issues with international participants and experts conducted annually	2 per year
	Increase in the number and the role of both international students and staffs engaged in social awareness activities	25-30% per semester
	Increase in provision of seminars and workshops in the field of gender inequality and women's right awareness	at least one per year
	% of Kurdish students and staff that participate in at least one of these workshops p.a.	2020: 40% 2021: 60% 2022: 80%
	Participation of international students and staff in satisfaction survey before and after taking social and volunteer activities and its result	60% with satisfaction rating 7 out of 10

### 03. DUHOK POLYTECHNIC UNIVERSITY

#### Goal 1: Student exchange

Actions	Indicator	Benchmark
Signing Memorandums of Understandings (MoU)s	Number of new agreements	10 new MoUs with international universities
	share of active agreements	100% active over the next 5 years and closing inactive ones
Standardizing the curriculum offered by the University in order to attract international students	number of departments internationalising the curriculum	5 departments out of 47 will be selected as a pilot department
	share of international students	to reach 5% of international students
Allocating financial support for student's mobility programmes	number of new students who receive funding p.a.	financial support for 50 new students p.a.
	share of all students receiving funding p.a.	50% of all students is ultimate target
Promoting English language skills for students	share of nominated students with English level B1	100% of all students with English skills level B1 each year
	share of nominated students going abroad	100% of nominated students

#### Goal 2: Staff exchange

Actions	Indicator	Benchmark
Providing a comprehensive support and consultation for international academic staff	satisfaction survey among staff	support and services assessed as at least "good"
	increase in number of DPU staff going abroad	10% annually
Increasing number of incoming int. Staff	percentage increase of incoming int. Staff	10% annually
Providing English language courses for DPU academic staff to improve their language skills	share of staff covered by language courses	100%
	% of those in courses achieving level B1/B2	at least 50% of them achieve B1/B2 level in next 4 yrs
	number of candidates in incentive programme abroad	10 best

#### Goal 3: Research exchange

Actions	Indicator	Benchmark
	share of staff interested in submitting articles	100 % of academic staff to be requested

Motivating the faculty members to submit researches by appreciating and financially supporting them	share of staff actually submitting articles successfully	75% of them successfully submit to accredited journals in next 4 yrs
Providing intensive orientation to encourage the researchers to collaborate with international universities and research institutes	share of staff interested in submitting joint research applications	100 % of academic staff to be requested
	share of staff actually submitting joint research applications successfully	30% of them successfully submit joint researches
Conducting at least one international conference per year in various technical and scientific fields in order to publish a numerous number of researches.	share of academics submitting proposals for this conference	100% of academic staff to be requested to submit papers based on the area of the conference
	share of successfully accepted proposals	50% of them successfully to be accepted

#### Goal 4: Internship/Summer Training

Actions	Indicator	Benchmark
Systematic networking with partner universities and companies based on their respective fields and what is already existed at DPU	share of students participating in internships and summer trainings	5% of students from the colleges to participate annually
	share of students who participate in internships out of all active in international mobility	30 % of them to be beneficiaries of internships
Increasing the cultural fluency for both staff and students through workshops and summer trainings abroad.	share of staff and students participating in intercultural courses and trainings	3% of staff and 5% of students to participate annually
	share of those participating that take part in summer training	at least 50% of them to be beneficiaries of summer training

## 04. ERBIL POLITECHNIC UNIVERSITY

### Goal 1: enhance the quality of education

Actions	Indicator	Benchmark
Finalise the guide line for the implementation of ECTS and tuning the Bologna process at EPU	1. Level of introduction of ECTS in degree programmes .	(2020: 50%, 2021: 70%; 2022: 100%)
Further train at least 2 staff members per degree programme on Bologna process and ECTS	2. Level of introduction of the 3-cycle Bologna system in degree programmes	(2020: 50%, 2021: 70%; 2022: 100%; first institutes: Shaqlawa Technical Institute and Erbil Technology Institute)
Implement ECTS and the Bologna System in a growing number of degree programmes	3. number of staff who received training on ECTS and Bologna	(20 per year)
EPU plans to send an increasing number of its students abroad for an average of 6 months in exchange programmes across the world.	1. % increase of EPU students going abroad	(2020: 20%, 2021: 50%, 2021: 66%)
	2. Share of EPU students (in %) going abroad)	(2020: 2%, 2021: 3%, 2021: 5%)
EPU will also send an increasing percentage of its academics on short-term research and teaching stays abroad.	3. % increase of EPU academics going abroad	(2020: 20%, 2021: 50%, 2021: 66%)
	4. Share of EPU academics (in %) going abroad)	(2020: 2%, 2021: 3%, 2021: 5%)
EPU will especially invite partner universities to send students for 3-6 month placements; these students will then work under the supervision of EPU academics with local NGOs to help the community.	5. Number of international students on social engagement placements at EPU .	(2020: 5, 2021: 10, 2021: 20)

### Goal 2: enhance the quality of research

Actions	Indicator	Benchmark
the university will recruit international researchers to conduct collaborative research with local staff.	1. increasing rate of staff who participate in short-term research such as fellowship	(2020: 5%, 2021: 10%, 2022: 15%)
It will further continue to organize collaborative conferences in various fields with national and international universities and organizations,	2. increasing rate of international staff on our campuses	(2020: 1%, 2021: 2%, 2022: 3%)
and provide financial incentives to any academic staff who participates in international	3. Increase in the number of international research projects	(2020: 20%, 2021: 40%, 2022: 60%)

conferences, publish research papers in high impact journals.	conducted by academic staff of EPU	
	4. Share of research published by the academic staff in high impact journals	(2020: 10%, 2021: 15%, 2022: 20%)
	5. Number of obtained grants by the newly established Fund Raising Unit	(2020: 2, 2021: 4, 2022: 6)
	6. Share of newly recruited international staff at the university involved in international research	(2020: 30%, 2021: 60%, 2022: 100%)
	7. Share of financial spending on research related activities through providing incentives for researchers	(2020: 5%, 2021: 10%, 2022: 15%)
	8. Share of academic EPU staff that participates in international conferences and research publications	(2020: 40%, 2021: 50%, 2022: 60%)

### Goal 3: Well-prepared students for life and work in an intercultural and globalising world

Actions	Indicator	Benchmark
the university has started and will continue to implement a number of programmes aiming at capacity building and internationalisation.	1. Number of programmes aimed at capacity building	(2020: 1, 2021: 2, 2022: 3)
The university is also in the negotiation process with a number of Middle Eastern and European universities to develop a mutual academic agreement to provide joint and double degree programmes for the next five years.	2. Share of students involved in capacity building programmes	(2020: 10%, 2021: 30%, 2022: 60%)
The university through the exchange and summer training programmes will prepare qualified graduates who can work and collaborate with international organisations.	3. Evaluation of Kurdish students of opportunities for networking with international students and staff in terms of exchange of knowledge, research, entrepreneurship and communication skills in online survey	(benchmark "good" (3 out of 4 points))
	4. Number of collaborations with local and international organisations which employ our graduates	(2020: 2, 2021: 5, 2022: 10)
	5. Share of total number of students annually for in summer training and semester courses .	(by 2020: 5%, 2021: 10%, 2022: 15 %)

### Goal 4: enhance the international reputation and visibility of the institution

Actions	Indicator	Benchmark
1. It is planned to promote the university's position globally through establishment of an international office. the office has three units which are Fund Raising, Cultural Relations, and Hospitality and Delegations.	Improve QS ranking of the university.	(top 1000 by 2023)
2. The university plans to improve technology services to deliver the university's missions and	Create financial resources and leadership potential to the	(2020: 3, 2021: 6, 2022: 9)

visions and promote our mission of reciprocal community engagement . This includes designing a new website in English language and setting up academic staff profile.	university to act as an independent entity. Most importantly, more funding projects shall be available to the university.	
3. It further involves promoting and supporting international research and collaboration in different fields via the engagement of our researchers to raise ranking of the university. Besides, the plan focuses on creating the necessary infrastructure to encourage and support multidisciplinary scholarship.	The number of google citations of university staff shall improve yearly	(benchmark +5% annually)
	Rate of published research in international peer reviewed journals and identify the number of citations via Google measurement tools	(benchmark: +10% p.a.)
	Increasing numbers of international projects	(benchmark: +10% p.a.)
4. The university, through implementing ECTS in the academic year 2019-2020, offers undergraduates programmes in both fields of medical and engineering in English language.	The university also intends to recruit increasingly more international staff until 2023	(benchmark: +5% p.a.)
	Increasing enrolment of degree-seeking international students	(benchmark: +10% p.a.)
5. The university is actively involved in the engagement of our alumni in career development center in order to assist them to pursuit recruitment.	Better reputation of recruitment services offered by Career Development Center of the university	(online survey result at least “good”)
6. In addition, the university will strive to establish a strong network between the alumni and our university.	Increasing financial and idealistic support from alumni.	(no benchmark)
	Annual evaluation of employability of our graduates	(benchmark: at least “good” in online survey among alumni)

### Goal 5: provide service to society and community social engagement

Actions	Indicator	Benchmark
1. negotiating with the business sector to provide internships for our international incoming students;	Share of student projects that address the issues facing society	(2020: 5%, 2021: 10%, 2022: 15%)
2. conducting joint projects with private sector and international partner universities, approving establishment of scientific departments that can meet the needs of the market and this should be approved by the Ministry of Higher Education and Scientific Research in the Kurdistan region ,	Feedback by the graduates who work in the local community on the quality of the education	(at least a “good” in a survey)
3. preparing qualified graduates to provide medical and technical services to the community by especially providing service learning projects abroad and offering service learning projects for international students in Kurdistan,	measuring the impact of the university on the local community via following up process and evaluation to amend the weak aspects of the process	(at least a “good” in a survey)

<p>4. conducting social activities that would improve the engagement of the university within the society, especially using international students and staff as well as university staff and students with experience abroad.</p>	<p>Share of participants of the local community in the social engagement programmes offered by the university by 2021</p>	<p>(at least 5%)</p>
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## 05. KISSR

### Goal 1: Increasing the Quality of Education

<b>Actions/results</b>	<b>Indicator</b>	<b>Benchmark</b>
implement Bologna process at KISSR;	The percentages of courses that implemented the Bologna Process;	(+20% annually)
launch dual/joint programmes;	The percentage of cotutelle degree programmes implemented at KISSR	(+2 programmes annually)
render international languages, such as English, to be the primary language for teaching;	Share of courses taught in English	(+10% annually)
open English and German language courses;	Share of students in English and German courses	(+10% annually)
increase the visibility of KISSR internationally.	Share of staff in English and German courses	(+10% annually)
	Share of students that pass international language tests at university entrance levels in the home countries, such as the International English Language Testing System (IELTS) and Test of English as a Foreign Language (TOEFL)	(+10% annually)
	Increase in applications of international students	(+10% annually)

### Goal 2: Increasing the Quality of Research

<b>Actions/results</b>	<b>Indicator</b>	<b>Benchmark</b>
internationalize its staff by contracting with international researchers, engineers and technicians to work at KISSR;	Increase in number of international researchers, engineers and technicians employed at KISSR	(+10% annually)
establish staff exchange with international universities and research centers;	Increase in outgoing research staff mobility	(+10% annually)
conduct multidisciplinary and joint international research projects;	Increase in incoming research staff mobility	(+10% annually)
Gain addition financial support for joint research through international fund-raising	Increase in international joint research projects	(+10% annually)
	Increase in international research funding	(+10% annually)
	Positive feedback from regional community to international researcher involvement in local problems	(at least a "good" in a survey)
	Increase in ranking positions in global rankings	(5-10 positions annually)
	Ratio of published research papers in the international journals among all papers	(+10% annually)
	Increase in applications from international staff for research stays	(+10% annually)

### Goal 3: Preparing students for a globalised world

<b>Actions/results</b>	<b>Indicator</b>	<b>Benchmark</b>
increase the number of language and cultural training courses;	Increase in number of language and cultural courses	(up to 35%)
send students abroad via dual/joint programmes and summer trainings.	Share of students in dual/joint programmes and summer trainings	(up to 50%)
	Increase in share of students with college-entry level English	(up to 50%)
	Increase in international student enrolments in KISSR courses	(+10% annually)
	Increase in share of graduated students to be hired in the embassies at Kurdistan	(+10% annually)
	Increase in share of graduated students to be hired in the foreign companies in Kurdistan	(+10% annually)
	Increase in adaptability level of graduates by using international personality tests such as the Big Five Inventory of Berkeley	(+10% annually)

### Goal 4: International Reputation and Visibility

<b>Actions/results</b>	<b>Indicator</b>	<b>Benchmark</b>
sign Memoranda of Understanding (MoUs) with international universities;	Increase in number of MoUs	(+20% annually)
offer cotutelle degree programmes;	Increase in number of cotutelle programmes	(+10% annually)
incentivize the publication of articles in international journals by staff members of KISSR;	Increase in share of staff publishing in international journals	(+5% annually)
improve E-visibility of KISSR via websites, social media;	Increase in views of KISSR websites and other social media content	(+20% annually)
establish an active international public relations office at KISSR	Increase the rank of KISSR in global rankings	(into the top 5.000)
	Increase in van Raan impact factor	(+10% annually)
	Increase in ratio of articles in international high impact journals	(+10% annually)

### Goal 5: The Role of Internationalisation Process in Community Engagements

<b>Actions/results</b>	<b>Indicator</b>	<b>Benchmark</b>
collect and extract information regarding the key issues that can be addressed through internationalisation. This can be achieved through media, questionnaires, and related organizations and governmental sectors;	Establishment of a data collection system for social issues that links to KISSR research	(benchmark: "done")
educate members of the local community via conducting scientific events at public places, such as schools, parks, and other venues, especially using international examples or involving international scholars and students;	Increase in "teaching the public" events using international resources )	(+10% annually)
set up research teams in international partnership, which initiate proposals, conduct their research, and give feedback to the government and the public on pressing societal issues (e.g. peace, xenophobia, radicalization, preservation of democracy, environmental concerns etc.)	Increase in number of international research teams that focus on societal issues	(+20% annually)
	Improvement ratio of critical issues in the Kurdish community solved by KISSR. This can be assessed by	(+10% annually)

the Ministry of Planning, Kurdistan Region of Iraq, re-assessing the community issues via conducting more researching in these fields	
Improvement of knowledge amongst the population on global and societal issues such as peace and environment through survey	(+10% annually)
Improvement regarding changes in attitudes (e.g. towards the Kurdish population and situation) and personality due to the social engagement among international students and academics (survey)	(+10% annually)
Improved perception of integration of international students and scholars in local community (survey amongst students, staff and community)	(+10% annually)

## 06. UNIVERSITY OF HALABJA

### Goal 1: improve the Quality of Education

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 programmes 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 internationalisation activities	Teachers are broadly involved in internationalisation of teaching.	% of teachers involved in internationalisation 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)

### Goal 2: The quality of research

Goals	Actions	Results	Indicator	Benchmark
<b>improve the Quality of Research</b>	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 Internationalisation.	-	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)

### Goal 3: Well-preparing students for life and work in an intercultural and globalising world

Goals	Actions	Results	Indicator	Benchmark
<b>Well-preparing students for life and</b>	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 B2	(+20% annually with goal 100%)

<b>work in an intercultural and globalizing world</b>			% of students with English at least B2	(+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 programmes. To maximize the internationalisation effect of outgoing mobility and to use it for internationalisation 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 programmes.	-	share of outgoing students participating in this activity	50%
	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%)
	-	students will be increasingly aware of the globalized world, especially the universities	Average result of students on a Learning outcome	at least 6 on a 10 point scale

			survey on globalization issues	
-		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%)

#### Goal 4: Enhancing the international reputation and visibility of the institution

Goals	Actions	Results	Indicator	Benchmark
<b>Enhancing the international reputation and visibility of the institution</b>	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)

#### Goal 5: to provide service to society and community (social engagement)

Goals	Actions	Results	Indicator	Benchmark
<b>Providing service to society and community (social engagement)</b>	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 programmes	(+10% annually)

	<p>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.</p>	-	share of international students that participate in these activities	(+20% annually with goal 100%)
	<p>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.</p>	-	share of international students and staff that participate in these activities	(+20% annually with goal 50%)
	<p>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..</p>	<p>The level of English proficiency among the population rises significantly.</p>	increase in number of people participating in the courses	(+20% annually)
			share of participants with at least a level A2 in English	at least 50%
	-	<p>Due to their programmes 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.</p>	increase in number of cases in which the university is consulted on these matters	(+20% annually)
	-	<p>Students (international and domestic) are more aware of societal problems such as genocide.</p>	share of students that show at least a sufficient awareness (survey) of such problems	(+20% annually with goal 100%)

## 07. SULAIMANI POLITECHNIC UNIVERSITY

### Goal 1: International Learning and Study Abroad

Goals	Actions	Indicator	Benchmark
<b>Objective A1. Increase the participation of SPU Students with international experiences from 0.03% to 3%.</b>		Achieve better participation of students in mobility / int. Experience	3% in 5 years
	• Promoting SPU to be a consultor for solution provider for national and international stake holders.	Feedback of students and int. Universities on conferences and fairs (survey)	level 7 out of 10
	• Offering packages for undergraduate and graduate students to to make international experiences	increase in share of students that received/used these packages	(+ 10% annually)
	• Arranging summer and fall academic orientation programmes to make international experiences.	increase in share of students that participated in orientation programmes	(+ 10% annually)
	• Enhancing and increasing promotion of international experiences within Colleges and Institutes and reducing barriers for participation through:	Feedback of students on information (survey)	level 7 out of 10
	o Creating a comprehensive bursary package for all students who engage in a Sulaimani Polytechnic University sanctioned international experience through Ministry.	Feedback of students on package (survey)	level 7 out of 10
	o Ensuring that all students have the opportunity to engage in an international experience without taking longer to finish a degree.	increase in share of students participating in int. Experience at home or abroad	(+20% annually with goal of 100% after 5 yrs)
	o Ensuring that appropriate mechanisms to ensure students' safety abroad are in place.	Feedback of students on security package (survey)	level 7 out of 10
	o Reducing bureaucracy related to credit transfer and applying for programmes and awards.	Feedback of students on credit transfer and application (survey)	level 7 out of 10
	Double the number of exchange spaces in target countries (Locally, nationally, and international university's (MoU's) with close ranking universities.	increase in number of exchange places	200% in 5 yrs
	• making a twofold increase in the number of exchange spaces in target countries locally, nationally and internationally as well as through the University's signed MOU's with close ranking universities.	increase in number of int. Summer programmes	20% per year
	• Increasing a suite of comprehensive international summer program offerings.	increase in number of int. Internship places	20% per year

	<ul style="list-style-type: none"> <li>Increasing the comprehensive international internship program.</li> </ul>	increase in membership in int. Associations	1 per year, max3.
<b>Objective A2.</b> <b>Provide 5% more opportunities for Colleges and institutes, staff, and students to enhance their international and cross-cultural learning at home and abroad</b>	<b>Actions targeting colleges, institutes and staff:</b>	increase in opportunities for staff and students	(+5% annually)
	<ul style="list-style-type: none"> <li>Increasing the workshop series on cross-cultural learning for staff at Colleges and Institutes.</li> </ul>	increase in workshop series	(+5% annually)
	<ul style="list-style-type: none"> <li>Developing the International Week at Sulaimani Polytechnic University that will increase and enable learning and communication of international activities across facilities.</li> </ul>	establishment of Int. Week	Yes
	<ul style="list-style-type: none"> <li>Increasing strategic international partnerships to facilitate international exchanges for Colleges' and institutes and staff.</li> </ul>	increase in strategic int. Partnerships	(+5% annually)
	<ul style="list-style-type: none"> <li>Increasing staff exchange/job shadowing program.</li> </ul>	increase in staff exchange/job shadowing places	(+5% annually)
	<ul style="list-style-type: none"> <li>Developing and increasing international learning certificate that is open to staff and Colleges' and institutes that includes language development opportunities.</li> </ul>	increase in staff participating in int. Learning certificate	(+5% annually)
	<ul style="list-style-type: none"> <li>Increasing and developing those processes and mechanism that serve to acknowledge international work of Colleges' and institutes, not only in the area of research, but also in teaching and service.</li> </ul>	Feedback of staff on these processes (survey)	at least average level 7 out of 10
	<b>Actions Students:</b>		
	<ul style="list-style-type: none"> <li>Continuing to encourage international curricula development for graduate and undergraduate programmes and through technology enhanced learning.</li> </ul>	share of programmes with international curriculum	(+20% annually with goal of 100% after 5 yrs)
	<ul style="list-style-type: none"> <li>Continuing the increase and promotion of dual and joint degree programmes for postgraduate students.</li> </ul>	increase in number of postgrad students in dual and joint degree programmes	(+10% annually)
	<ul style="list-style-type: none"> <li>Continuing the increase and promotion of dual-degree and joint-degree programmes for undergraduate students.</li> </ul>	increase in number of undergrad students in dual and joint degree programmes	(+10% annually)
	<ul style="list-style-type: none"> <li>Increasing the international learning certificate with appropriate learning outcomes that students will be able to earn through their degree programmes.</li> </ul>	increase in number of students in int. Learning certificate courses	(+10% annually)
	<b>Objective A3.</b> <b>Increase and diversify the</b>	Gradually increasing the number of incoming international students to 3%.	Increase in number of incoming int. Students

<b>international undergraduate student body at Sulaimani Polytechnic University</b>	<ul style="list-style-type: none"> <li>• Diversifying application pool to help ensure adequate diversity of student body.</li> </ul>	Increase in number of countries of applying int. Students	(+10% annually)
	<ul style="list-style-type: none"> <li>• Encouraging applicants to apply to a wide range of programmes at Sulaimani Polytechnic University.</li> </ul>	Increase in number of programmes for which int. Students apply	(+10% annually)
<b>Objective A4. Developing and increasing international and strategic plan for graduate students</b>	<ul style="list-style-type: none"> <li>• developing the strategic plan.</li> </ul>	plan is developed	Yes
<b>Objective A5. Support the work of the portfolio of the University</b>	<ul style="list-style-type: none"> <li>• Creating opportunities to recognize the cultural diversity of Colleges' and institutes and foster appropriate networking opportunities.</li> </ul>	increase in number of such opportunities	(+10% annually)
<b>Objective A6. Better recognize the diversity of staff on campus and celebrate and engage staff accordingly</b>	<ul style="list-style-type: none"> <li>• Increasing the mechanisms for collecting information about the cultural heritage and languages spoken by staff on campus.</li> </ul>	increase in mechanisms for collecting information	(+10% annually)
	<ul style="list-style-type: none"> <li>• Developing the existing Sulaimani Polytechnic University Staff Ambassador program whereby representatives would be available to meet with visitors of similar cultural or language backgrounds.</li> </ul>	existence of the ambassador program	Yes

## Goal 2: Sulaimani Polytechnic University: A Welcoming, Supportive Community

Goals	Actions	Indicator	Benchmark
<b>Objective B1. Provide continuity of support and services to</b>	<ul style="list-style-type: none"> <li>• Identifying academic programme demands that help international student succeed and develop programme accordingly.</li> </ul>	report on identifying needs is written	Yes

<p>international students from the day they apply to Sulaimani Polytechnic University to the day they graduate, thereby ensuring that international students have similar retention and completion rates as domestic students and are satisfied with their Sulaimani Polytechnic University experience</p>	<ul style="list-style-type: none"> <li>Identifying the needs of language requirement so that Sulaimani Polytechnic University's International English Language Centre will be able to suggest and develop more language training programmes in support of best preparing ESL(English as Second Language) students for meeting their language requirements and their future academic courses.</li> </ul>	report on identifying language requirements is written	Yes
	<ul style="list-style-type: none"> <li>Participating in the International Student Barometer Survey to begin measuring international student satisfaction and to compare how Sulaimani Polytechnic University fares compared to other universities in the world.</li> </ul>	sign up with Student Barometer	Yes

### Goal 3: International Research and Knowledge Mobilization

Goals	Actions	Indicator	Benchmark
<p><b>Objective C1. Support Research Center Sulaimani Polytechnic University international priorities thereby enhancing Sulaimani Polytechnic University's reputation on the world stage</b></p>	Ensuring that the Visiting University Scholar Program can be utilized for strategic initiatives.	Assessment of VUSP	Yes
	<ul style="list-style-type: none"> <li>Increasing opportunities for research-based international internships for graduate and undergraduate students from 0.012% to 4%.</li> </ul>	Increase in share of students who do research based internships	from 0.012% to 4% in 5 years
	<ul style="list-style-type: none"> <li>Encouraging and supporting international mobility (Colleges' and institutes, grad student) with targeted institutions and in key priority areas.</li> </ul>	increase in share of outgoing students	(+10% annually)
	<ul style="list-style-type: none"> <li>Better promoting Visiting Graduate Students opportunities.</li> </ul>	increase in number of incoming students	(+10% annually)

### Goal 4: International Development, Alumni Engagement and Communications

Goals	Actions	Indicator	Benchmark
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<b>Objective D1: Double the international alumni engagement and triple the number of international media hits.</b>	<ul style="list-style-type: none"> <li>Working closely with the newly established international alumni advisory board to advise on developing international linkages, partnerships etc.</li> </ul>	Feedback of alumni board on cooperation quality (survey)	level 7 out of 10
	<ul style="list-style-type: none"> <li>Working with alumni to create international internship, research, and job shadowing opportunities for students. (CDC)</li> </ul>	increase in internships, research and job shadowing opportunities through alumni	(+10% annually)
	<ul style="list-style-type: none"> <li>Using the alumni contacts to facilitate development of strategic university partnerships and to strategically enhance recruitment efforts.</li> </ul>	increase in partnerships through alumni	(+10% annually)
	<ul style="list-style-type: none"> <li>Using the SPU alumni to promote Sulaimani Polytechnic University and to enhance SPU's activities internationally.</li> </ul>	increase in student recruitment abroad through alumni	(+10% annually)
	<ul style="list-style-type: none"> <li>Developing a comprehensive international communication strategy that takes into account the decentralized nature of communications and marketing at Sulaimani Polytechnic University.</li> </ul>	Feedback of alumni board on promotion quality (survey)	level 7 out of 10
	<ul style="list-style-type: none"> <li>Develop a comprehensive international communication strategy that takes into account the decentralized nature of communications and marketing at Sulaimani Polytechnic University.</li> </ul>	existence of int. Communication strategy	yes

## 08. UNIVERSITY OF RAPARIN

### Goal 1: Improving the Quality of Education

Actions	Indicator	Benchmark
Conducting trainings for faculty and staff member by international experts on student-centered learning and modern teaching methods	1) Number of trainings by international experts organised; 2) % of staff trained by international experts; 3) knowledge and competences of staff in implementing student-centered learning enhanced measured by self-evaluation questionnaire	1) three trainings each year, that is 9 trainings until 2022; 2) to have to have 80% of teaching staff trained by international experts until 2022. 3) at least 80% of staff trained think they have gained the competences and knowledge necessary
Implementing the Bologna Process and ECTS	1) % of study programmes with Bologna standards and ECTS implemented; 2) to increase 25% of programmes according to Bologna standards and ECTS each year	implemented (yes) 40% by 2020, 100% by 2022
Faculty, staff and student participate in English language courses	1) Staff and students reach B1 level (measured by established language testing methodology such as IELTS) 2) % of students and staff provided with language courses	1) 40% of students and 80% of staff reach B1 in the first three years; 2) 100% of students and staff will be provided with English language courses
increasing outgoing academic mobility for students and staff	proportion of students and teachers who have been on a mobility programme	1a) 5% of undergraduate students going on some form of mobility during their university life 1b) 25% of the teachers take training abroad by 2023

### Goal 2: Improving the Quality of Research

Actions	Indicator	Benchmark
Offering research development skills courses by international experts at home as well as abroad	1) Number of training courses by international experts organised at home per year; 2) % of researchers provided with training course at home; 3) % of researchers participating in a training course abroad	1) one training course at home and one abroad every year 2) 5% of researchers to take the training at home 3) 5% of researchers to take the training abroad
increasing international publications of faculty, providing financial incentives as well as release time for future research	1) number of publications per staff member with an international partner; 2) increase in funding for publications p.a.; 3) % of staff who received release time for international research; 4) developing and implementing a financial incentive programme for researchers	1a) 15% increase in the number of publications with international partners every year; 1b) each member of the teaching staff will be expected to publish at least two publications with international partners every 24 months, one of those in an international impact factor journal with an impact value of at least 1.0; 2) funding for publications shall rise by 10% annually; 3) 40% of staff shall receive release time for international research over next 5 years; 4) financial incentive programme developed and implemented by 2021

Support the acquisition of funds from international agencies or from national and international companies for joint international research projects	1) the amount of funding for research projects will be increased	1a) every department will submit 2-3 proposals for funding international research projects per year; 1b) funding shall rise by 20% annually
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### Goal 3: Prepare Students for a Globalised World

Actions	Indicator	Benchmark
Support participation in international study and exchange programmes.	Number of cooperation agreements with European universities for student mobility opportunities.	5-10 MOUs in the next 3 years
	Number of cooperation agreements with European universities for student mobility opportunities.	The goal is to have at least 10 students going on a mobility programme abroad each year, with 10 more on local mobilities.
Generate student volunteer opportunities abroad for Kurdish students and at home for int. Students	% of students participating in volunteer opportunities abroad	at least 10 students going on a mobility programme abroad each year, with 10 more on local mobilities  at least 25% of our students will participate in an service opportunity outside of their home community
Run activities and establish clubs with international students and returning Kurdish students to promote internationalisation.	% of students participating in internationalisation information activities (club etc.)	at least 25% of our students will participate in internationalisation information activities (club etc.)
	students that were encouraged and given incentives to take part in IaH activities	each student shall have participated in at least one of those internationalisation activities at home
We also aim to receive then international students. This will help our internationalisation at home.	Increase in number of international students p.a.	(+5% increase in int. Students annually)

### Goal 4: Increase the Global Visibility of the University

Actions	Indicator	Benchmark
focusing on MoUs and grant applications	1) increase the number of MoUs with universities that share priorities with us; 2) number of grants submitted p.a.; 3) increased web presence measured through Google Analytics to monitor	1) increase in MoUs by 15-20% each year 2) to submit 15-20 grants per year; 3) increase of visits to our website to double each year

### Goal 5: Support the Community Engagement

Actions	Indicator	Benchmark
University's civic engagement	Increase in number of community members participating in training seminars, symposia and campus visits	: the goal is a 20% increase of community members participating in such outreach activities.
	surveys will be given to community leaders before and after the year to	The goal is for this to increase each year, branching out to other cities to

	gauge their views of the university's civil engagement	be 50-60% satisfaction on a 1-10 base scale
	students and staff (international and local) will take surveys to test their satisfaction before and after a volunteer opportunity	desired score of 60-70% on a 1-10 base scale

## 09. UNIVERSITY OF SULAIMANI

### Goal 1 Improve the quality of education

Actions	Results	Indicator	Benchmark
UoS focuses on the University's relationships and activities with international partners,		increase number of MoUs with international partners annually	(+10% annually)
Increase student and staff mobility programmes and open up to new initiatives and partnerships.		increase number of exchange programmes	(+20% annually)
UoS plans to enhance the quality of education through updating the curricula in order to be compatible with the Bologna system by expert international academics;		implement Bologna consecutively in all programmes	(2020: 30%, 2021: 60%, 2022: 100%)
sending staff abroad for training,		increase number of staff sent abroad	(+10% annually)
holding local training for staff		increase number of staff trained locally	(+20% annually)
improving staff's English language proficiency through language training courses		Measure and compare English language improvement i.e. academic staff who took part at the English language training courses on average must improve by one level using the exam indicators set by the language experts	(UoS language centre consider each 0.5 degree of IELTS test score above 4 as one level of improvement e.g. progressing from IELTS or its equivalent of 4 to 4.5 means improving from elementary to pre-intermediate level (Minimum benchmark is IELTS test score of 4).
		UoS is aiming to have a minimum of intermediate level of English language	for 90% of its staff and students in 5 years
Implement the Bologna system and ECTS		implement Bologna consecutively in all programmes	(2020: 30%, 2021: 60%, 2022: 100%)
bring modern technologies and materials in to teaching and laboratories		increase in share of teachers involved in online classes and webinars	(+10% annually)
improve internationalisation at home activities such as involving international teachers through online classes, webinars		increase in share of teachers involved in online classes and webinars	(+10% annually)
establish exchange agreement with well-established international universities		increase number of MoUs with international partners annually	(+10% annually)
	more national and international students recruited	increase in enrolment of international degree students	(+10% annually)
	university supplies the market with skilled graduates	satisfaction rating of employers (survey) with graduates	at least "good"
	better feedback from community	satisfaction rating of social stakeholders (survey) with graduates	at least "good"
	number of international teaching staff increased	increase in number of international academics	(+5-10% annually)

	student and staff exchange numbers increased	increase in number of academics going abroad	(+5-10% annually)
		increase in number of UoS students going abroad	(+5-10% annually)
	UoS is expected to graduate more qualified students with higher employment chances through monitoring alumni and Career Development Centre data	improved reputation of graduates from employer's reviews (survey)	at least 70% say that the quality of graduates improved
		increase in number of successful international cooperation projects	(+5% annually)
		increase in the rate of attendance at international workshops, conferences, symposiums, training courses and cultural programmes	(+5-10% annually)

## Goal 2 Improve the quality of research

Actions	Results	Indicator	Benchmark
signing more cooperation agreement with national and international partners	increase exchange and dual degree programmes with international partners	increase number of MoUs with international partners annually	(+10% annually)
conducting more joint research projects, joint postgraduate projects, postgraduate student exchange		increase number of joint research projects with international partners annually	(+10% annually)
increasing funds for split-site PhD program (in this program student has an external international supervisor)	increase exchange and dual degree programmes with international partners	increase in fund for PhD program	(+10% annually)
sign more cotutelle agreements	increase exchange and dual degree programmes with international partners	increase number of cotutelles with international partners annually	(+10% annually)
and conduct more double and joint degree research programmes	increase exchange and dual degree programmes with international partners	increase number of joint research projects with international partners annually	(+10% annually)
staff exchange		increase in number of academics going abroad	(+5-10% annually)
training to improve staff research skills		increase in number of academics in trainings	(+5-10% annually)
improve research visibility		increase share of publications in high impact journals	(+5 annually)
provide access to high quality journals for academic staff	UoS expects to increase rate of publications at high ranked peer reviewed international journals	increase share of publications in high impact journals	(+5 annually)
		increase in citation score	(+10% annually)
		increase in the average annual IF score by 0.5 to be considered as one level of improvement, e.g. increase in the	average annual IF of academic staff publications from 1.5 to 2
improve search for national/international funds.	attract more industry funds for researches.	increase in fund for research	(+20% annually)

Encourage academic staff to participate at international conferences through financial support e.g. travel grants.	improve the international reputation of the university	increase in number of academics participating in int. conferences	(+20% annually)
Provide modern equipment for quality researches	improve the international reputation of the university	increase satisfaction of researchers with quality of equipment	(+30% annually until full satisfaction)

### Goal 3 Prepare students for a globalising world

Actions	Results	Indicator	Benchmark
update curricula according to Bologna system standards and design industry-oriented courses to prepare well equipped and knowledgeable graduates		Increased implementation of Bologna in degree programmes	(+20% annually until 100% are reached)
increase exchange programmes to improve student's experience. Create opportunities for mobilities and service learning abroad		increase number of exchange programmes	(+20% annually)
		increase in number of UoS students going abroad	(+5-10% annually)
		increase in number of UoS students going abroad on internships or service learning	(+5-10% annually)
Pay attention to internationalisation at home and of the curriculum through online courses		increase in online courses with international partners	(+20% annually)
		increase in students participating in online courses with international partners	(+20% annually)
increase the number of incoming international students and staff for interactions and sharing experience		increase in number of international academics	(+5-10% annually)
		increase in number of incoming international students	(+5-10% annually)
	also recording higher graduate employment rates	improved feedback from employers through the UoS's Career Development Centre	level at least "good"
	more successful results from the exchange programmes after evaluation from hosting institutions such as personality, achieved marks, intercultural competence measured by inventories	Improved results in assessments through inventories	(+10% annually)
		Improved feedback by internship program personnel	at least "improved" as feedback

### Goal 4 Enhance the international reputation and visibility of the UoS

Actions/results	Results	Indicator	Benchmark
improving university's website through sharing clear information, activities and contacts in different common foreign languages	As a result, the UoS website will get more visitors and staff will get better chance of getting in touch with international counterparts	Monitoring the website visitors through Webometrics ranking,	

participate in international exchange programmes	more students and staff will participate at exchange programmes	increase in number of UoS students going abroad	(+5-10% annually)
		increase number of staff sent abroad	(+10% annually)
	more international students recruited	increase in number of international student recruitments	(+5-10% annually)
	more international partners attracted for joint projects	increase number of MoUs with international partners annually	(+10% annually)
increase the number of double degrees with international partners	more knowledgeable graduates produced from improved curricula	improved feedback from employers through the UoS's Career Development Centre	level at least "good"
produce higher quality publications	publication rates increased at higher Impact Factor journals	increase in citation score	(+10% annually)
	UoS reputation will be improved regionally and internationally in longer term	increase in the average annual IF score by 0.5 to be considered as one level of improvement, e.g. increase in the	average annual IF of academic staff publications from 1.5 to 2
		and student/staff mobility such as setting a bench mark of 5% increase as one level of improvement; as well as monitoring UoS reputation from independent international reviewers	(+5% annually)
		increase in rates of accomplished successful international projects	(+5% annually)

### Goal 5 Provide better service to society and community

Actions	Results	Indicator	Benchmark
improving university's website through sharing clear information, activities and contacts in different common foreign languages participate in international exchange programmes	As a result, the UoS website will get more visitors and staff will get better chance of getting in touch with international counterparts more students and staff will participate at exchange programmes	Monitoring the website visitors through Webometrics ranking,	
		increase in number of UoS students going abroad	(+5-10% annually)
		increase number of staff sent abroad	(+10% annually)
	more international students recruited	increase in number of international student recruitments	(+5-10% annually)
	more international partners attracted for joint projects	increase number of MoUs with international partners annually	(+10% annually)
increase the number of double degrees with international partners	more knowledgeable graduates produced from improved curricula	improved feedback from employers through the UoS's Career Development Centre	level at least "good"
produce higher quality publications	publication rates increased at higher Impact Factor journals	increase in citation score	(+10% annually)
	UoS reputation will be improved regionally and internationally in longer term	increase in the average annual IF score by 0.5 to be considered as one level of improvement, e.g. increase in the	average annual IF of academic staff publications from 1.5 to 2

		and student/staff mobility such as setting a bench mark of 5% increase as one level of improvement; as well as monitoring UoS reputation from independent international reviewers	(+5% annually)
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