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# Analysing International Relations Offices at TIGRIS Partner HEIs

*Workshop at University of Göttingen, March 3rd 2020*



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# Contents of this section

- Based on the information submitted by each individual partner HEI with the *Questionnaire on Kurdish IROs & existing needs in preparation of trainings in WP3.4*.
- Joint review and analysis of each individual IRO.
- Goals 1: Establish the structures, task distribution and personnel capacity at each HEI/IRO.
- Goal 2: Establish a better understanding on local conditions both for European and Kurdish partners thereby creating basis for advice and refinement of IRO structures and operations.

# Please note (slide added a posteriori as part of post-preparation)

- Additions to this presentation after the workshop session are highlighted in **GREEN**.
- Due to late arrivals of workshop participants caused by the spreading Covid-19 pandemic and its impact on international travel, the workshop session had to be re-scheduled to March 3rd and implemented under time constraints. Hence not all questions could be addressed in detail.
- This presentation represents the state of analysis of Kurdish HEIs, their IRO's and inner-institutional cooperation arrangements for implementing the internationalisation strategies developed **prior** to the submission of implementation plans by Kurdish HEIs. Hence, open questions e.g. regarding responsibilities might already be addressed.
- Issues marked with (→ **CLARIFY**) do not necessarily represent deficits but relate to questions that arose during the review of data submitted with the *Questionnaire on Kurdish IROs & existing needs in preparation of trainings in WP3.4*.
- Issues marked with (→ **CLARIFY**) generally are intended to be used by Kurdish HEIs for self-assessment to establish if central features of internationalisation have been addressed in their institutional setup.

# General advice as outcome of the workshop

## session (1) (slide added a posteriori as part of post-preparation)

- From the information provided by both the questionnaires & organisational charts as well as the workshop's participants it is understood that **currently neither dedicated staff for internationalisation exists at the faculty (college) or departmental level nor is the function of internationalisation allocated to any staff member(s) there**, which is understandable since internationalisation became an institutional priority just recently.
- Therefore, **UGOE suggests that either a staff position at each faculty (college) is created or the function of International Officer for promoting and managing internationalisation at the faculty (college) is allocated to an existing staff member**. In the future, such a link will greatly facilitate the implementation of internationalisation. Potentially, such a position could be created at the Dean's Office as suggested during the training workshop.

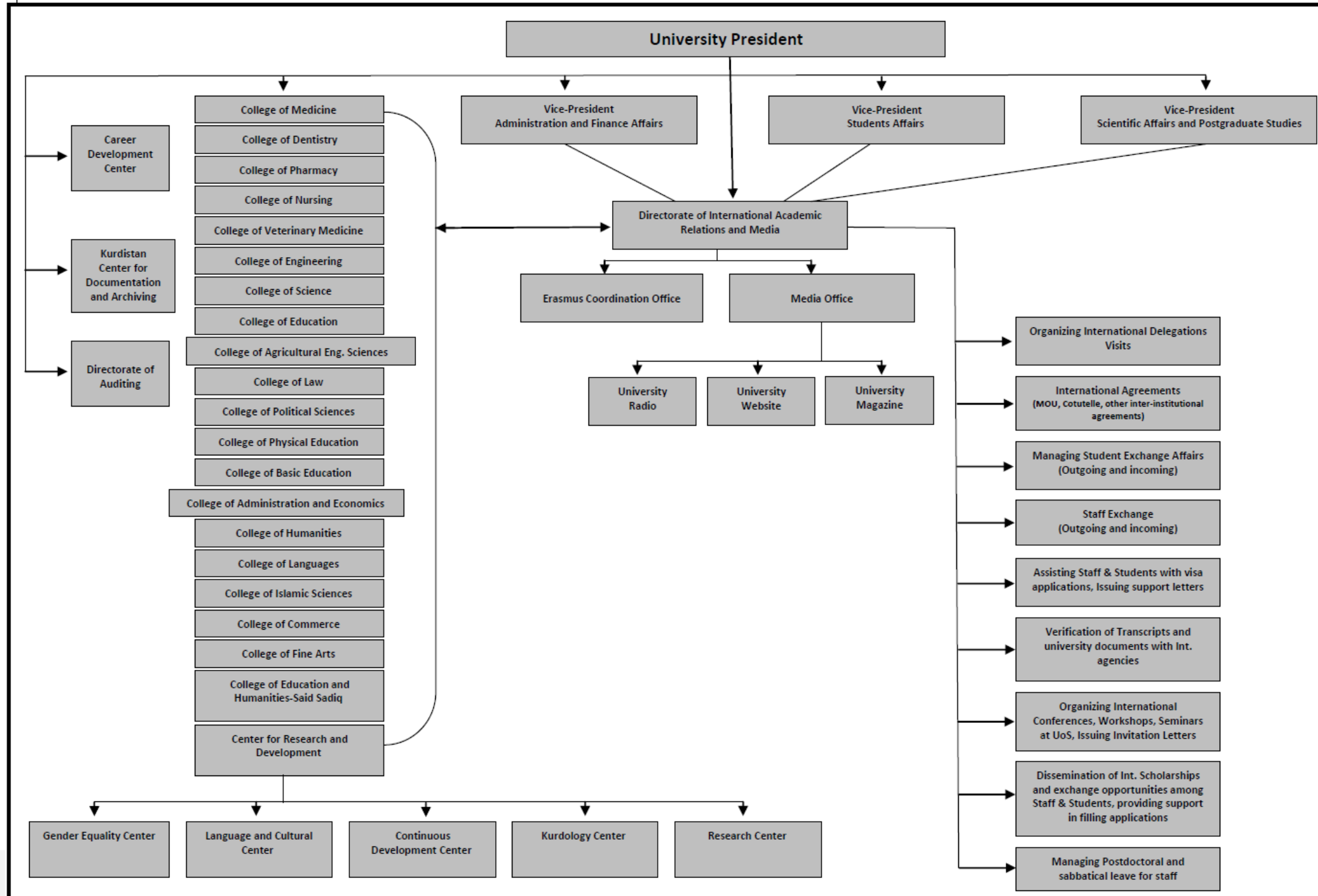
# General advice as outcome of the workshop session (2)

(slide added a posteriori as part of post-preparation)

- Every IRO is different and it is up to the individual HEI to decide how to organise and structure the office and its work including the distribution of tasks and responsibilities. However, when doing so one should strive to **establish distinct functions and areas of responsibilities and communicate these clearly**, e.g. on the IRO's website (contact section).
- Indicating clear structures and responsibilities **significantly reduces the cost of communication and renders your institution more accessible for interested parties** (them being students or potential cooperation partners), since it is clear right from the start who to address with a certain request.
- Therefore, in organising your IRO do not only think in terms of your own organisational needs and knowledge (you probably know how your office works and who to contact on a certain matter) but also how to make it **relatable and accessible for outsiders**. After all, the IRO can be considered the *“main entrance door”* for international guest. If they find the door locked, they might go and visit somebody else.

# UOS - International Relations Office

Organization Chart of International Office of the University of Sulaimani and its relations to the university's structure. Created as information material in the framework of the ERASMUS+ CBHE Project



# UOS

- According to the organisational chart provided, the **International Relations Office (IRO)** at the University of Sulaimani (UOS), officially designated **Directorate of International Academic Relations and Media**, works directly under the supervision of the **University President** and collaborates with other central structures and the faculties.
- The **IRO** actually includes two sub-offices: (1) the **Media Office**, which includes separate offices for the University Radio, University Website and University Magazine; (2) the **Erasmus+ Coordination Office**: no special functions are given in the organisational chart for this office. However, from the questionnaire it can be established that the **Erasmus+ Coordination Office** has been set up in the framework of the TIGIRS project with project resources. In its work, “[t]he Erasmus Coordination Office disseminates Erasmus opportunities and manages the UoS activities organized within the frame work of the program”.



# UOS

- (+) having the **IRO** closely related to the university leadership can be very conducive to rendering internationalisation an institutional priority and also in developing and implementing the institution's internationalisation policy.
- (!) However, if to be successful internationalisation cannot be a top-down-process solely. Appropriate structures & personnel capacity must also be present at the faculty level, since internationalisation will largely be implemented there. Furthermore, an appropriate process must be developed which includes those structures/personnel in the development of internationalisation strategy and policy. This also includes students. To our knowledge, this was achieved by including the university council so far.
- (?) It is not evident, how the IRO cooperates with the faculties, e.g. if there are dedicated staff members at the faculty (college) or the department level that are concerned with internationalisation. This could hint towards a weak/underdeveloped link.  
(→ **CLARIFY**) From the workshop it is understood that so far this is not the case. Most issues related to internationalisation are handled by the respective dean's office.
- (+) having the **IRO** and **Media Office** in one structure can produce significant benefits for internationalisation, since presenting your university e.g. via the institutional website is one of the main tools for international promotion.



# UOS - Personnel capacity and task distribution

E(mployee) #	Description of function	Task Identifier	English	Hours	FTE	Form of employment
E1	Manager of IRO (Manages & supervises all duties of the IRO)	MANAGEMENT (probably IR)	B2	30	1	permanent
E2	IRO Administrator (In charge of delegation administration)	DELEGATIONS	B1	30	1	permanent
E3	IRO Administrator (In charge of postdoctoral and sabbatical leave administration of the UoS faculty members, other staff mobilities)	LOCAL ADMINISTRATION (PERSONNEL) (to lesser extent STAFF MOBILITY)	A2	30	1	permanent
E4	IRO Administrator (In charge of the Erasmus Coordination Office, assisting in issuing support letters for staff and students)	ERASMUS SUPPORT OFFICE (STUDENT & STAFF MOBILITY)	B1	30	1	permanent
E5	IRO Administrator (In charge of Student Mobility administration funded by KRG)	STUDENT MOBILITY	B1	30	1	permanent
E6	IRO Administrator (In charge of student and staff mobility administration within the frame work of the Federal government, as well issuing support letters in Arabic language)	STUDENT & STAFF MOBILITY	B1	30	1	permanent
E7	IRO Administrator (Translation of English documents and promotion of scholarships & mobility opportunities among UoS students and staff)	TRANSLATIONS, PROMOTION OUTGOING	B1	30	1	permanent
E8	IRO Administrator (In charge of issuing support letters in English language for visa application of staff and students and also involved in Erasmus Coordination Office, verification of international documents and cooperating with international verification agencies)	SUPPORT OUTGOING STUDENT & STAFF, VERIFICATION	B1	30	1	permanent
E9	IRO Administrator (In charge of Student Mobility administration within international scholarship programs)	STUDENT MOBILITY	B1	30	1	permanent
E10	IRO Administrator (legal affairs and auditing IRO documents)	LOCAL ADMINISTRATION (LEGAL, AUDITING)	A2	30	1	permanent

# UOS

- (+) **STAFF:** A total of 10 employees work at the **IRO** permanently and full time resulting in 10 FTEs being available to manage internationalisation; good!
- (+) **ENGLISH:** probably conservative assessment; good English proficiency of staff for local context; staff members who only have A2 are concerned with admin tasks that are handled in local languages and therefore do not need a higher proficiency level in English. However, higher proficiency levels are generally desirable, especially if you want to actively develop internationalisation or if staff members have to support or replace a colleague due to increased workload/absence/illness.
- (?) Although the conclusion of **international agreements & partnerships** such as MOUs, Cotutelle, or other inter-institutional agreements are given as a task of the IRO, this responsibility/function is not allocated to any staff member. (→ **CLARIFY**) From the workshop it is understood that this is handled by the IRO's head with the respective unit that is subject of the partnership/agreement.
- (?) Although the **organisation of international conferences, workshops, seminars** is given as a task of the IRO, this responsibility/function is not allocated to any staff member. (→ **CLARIFY**) From the workshop it is understood that this is a joint task and not allocated to one individual staff and the task is allocated at hoc.

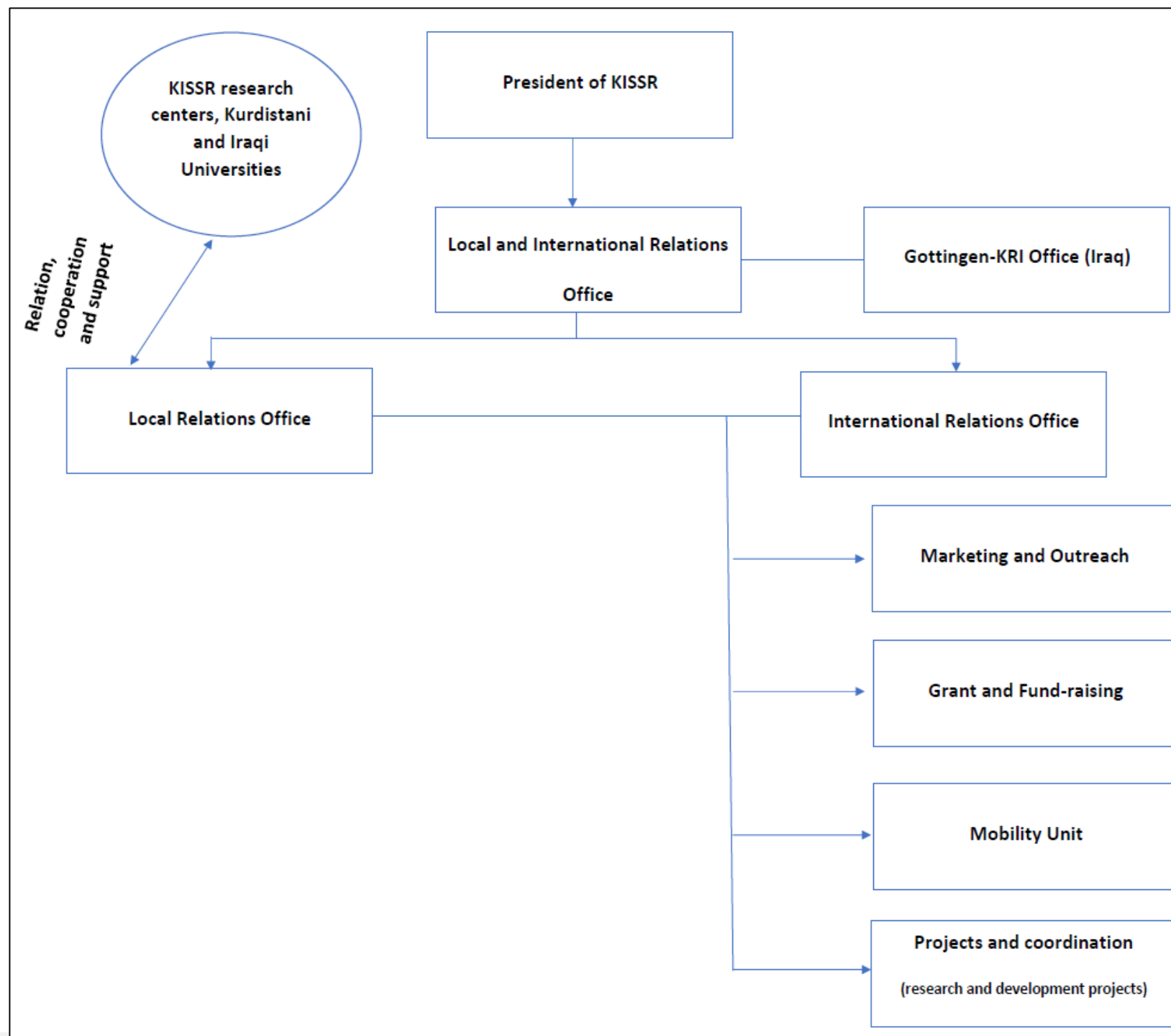
# UOS

- (?) It is not evident who engages in **continuous international strategy & policy development**. However, from the past activities of the TIGRIS project it is assumed that this task will be/is assigned to the head of the IRO in collaboration with the university leadership and the university council. (→ **CLARIFY**)
- (?) It is not evident if and by whom **monitoring & quality assurance of internationalisation** is conducted. This is also of special importance in regard to the international strategy developed, whose implementation needs monitoring and benchmarking. (→ **CLARIFY**) **Form the workshop it is understood that there is data collected at central level. However, it is still unclear who is conducting the monitoring & QA for internationalisation.**
- (!) It is evident that **no dedicated project management** structures or personnel capacity exist at the IRO meaning that either there are no international project managed centrally or that these project are managed somewhere else. However, it is assumed that only a limited number of international projects (e.g. such as TIGRIS) have been implemented, hence no such dedicated central structures or personnel capacities are developed.

# UOS

- (!) From the current information provided, there seems no **dedicated central support structure or capacity for incoming intl. students and staff** is available. (→ **CLARIFY**) From the workshop it is understood that the faculties (colleges) are involved in offering support to incoming students and staff. Still, if incoming academic mobility is to be developed and expended in the future, this function will increase in importance. A central structure might have to be considered at some point.
- (?) It is not clear if or who offers **advice/support researchers e.g. for writing proposals, fund-raising** which is very important for the intl. strategy developed (see its goals!). (→ **CLARIFY**) From the workshop it is understood that at several Kurdish partner HEIs this is offered by a dedicated Research Centre. However, it is not clear if this also applies to UOS.
- (?) It is not evident where the responsibility for the **internationalisation at home and of the curriculum** is allocated (see intl. strategy). (→ **CLARIFY**)

# KISSR - International Relations Office



# KISSR

- According to the organisational chart provided, the **IRO** works directly under the **supervision of the president** and interfaces with KISSR's research centres (though it is not clear how).
- It also cooperates with the **Information Office on the University of Göttingen**, which was set up in the beginning of the TIGRIS project to facilitate cooperation between the University of Göttingen, KISSR and the Kurdistan Region of Iraq as a whole. In this, KISSR has a dedicated structure for internationalisation that serves not only KISSR but the whole region.
- The **IRO** at KISSR comprises a **local and an international relations office**, the prior sustaining relations with institutions within the Kurdistan Region and Iraq.

# KISSR

- (+) As noted for UOS, having the **IRO** closely related to the university leadership can be very conducive to rendering internationalisation an institutional priority and also in developing and implementing the institution's internationalisation policy.
- (!) Also as noted for UOS, internationalisation cannot be a top-down-process solely. Appropriate structures & personnel capacity must also be present at **Research Centres**, since internationalisation will largely be implemented there. Again, an appropriate process must be developed which includes those structures/personnel in the development of internationalisation strategy and policy. This also includes students. To our knowledge, this was achieved by including the institutional council so far.
- (?) It is not evident, how the IRO cooperates with the Research Centres, e.g. if there are dedicated staff members at the Research Centres that are concerned with internationalisation. This could hint towards a weak/underdeveloped link. (→ **CLARIFY**)  
From the workshop it is understood that currently no dedicated personnel capacities exist at the Research Centres that are concerned with internationalisation.



# KISSR

- (+) The IRO has four dedicated units: Marketing and Outreach, Grant and Fund-raising, Mobility, Projects and Coordination, which seems to be an adequate structure for an institution such as KISSR and its internationalisation strategy developed. Unfortunately, these structures are not evident in the tasks allocation to individual staff members. (→ **CLARIFY**) From the workshop it is understood that the office will be remodeled according to this structure in the near future and that it is not yet in place.

# KISSR - Personnel capacity and task distribution

E(mployee) #	Description of function	Task Identifier	English	Hours	FTE	Form of employment	Comment
E1	Director of the office, member of fund-raising committee	MANAGEMENT, FUND-RAISING (IR)	B2	n.a.	0,5	permanent	LIRO
E2	(part time) report preparation, MoU, translation, event planner, etc	MOU, REPORTING, TRANSLATIONS, EVENTS	B2	n.a.	0,5	part time	LIRO; what does part time mean?
E3	(temporary) translator, interpreter	TRANSLATION / INTERPRETATION	B2	n.a.	0,5	temporary	LIRO; what does temporary mean?
E4	(contract): Logistic, event planner	EVENTS / LOGISTICS	A1	n.a.	0,5	contract	LIRO; what does contract mean?
E5	graphic designer	(probably) MARKETING	A1	n.a.	0,5	volunteer	LIRO
E6	translator, interpreter	TRANSLATION / INTERPRETATION	B2	n.a.	0,5	volunteer	LIRO
E7	Director of the office, member of fund-raising committee	MANAGEMENT, FUND-RAISING (IR)	B2	n.a.	0,5	permanent	Information Office
E8	Sectorial duties [Secretariat]	LOCAL ADMINISTRATION	A1	n.a.	1	permanent	Information Office

# KISSR

- (~) **STAFF:** A total of 6 employees work at the **IRO**, while 2 employees work at the **Information Office**. Unfortunately, 7 positions are only 0,5 FTE, while only 3 are permanently allocated to the IRO; 2 positions are filled with volunteers. Therefore, currently only rather limited personnel resources exist at KISSR to drive internationalisation.
- (+) **ENGLISH:** good English proficiency of staff for local context; staff members who only have A1 are concerned with administrative tasks that are handled in local languages and therefore do not need a higher proficiency level in English. However, higher proficiency levels are generally desirable, especially if you want to actively develop internationalisation or if staff members have to support or replace a colleague due to increased workload/absence/illness.
- (?) It is not evident if and by whom **monitoring & quality assurance of internationalisation** is conducted. This is also of special importance in regard to the international strategy developed, whose implementation needs monitoring and benchmarking. (→ **CLARIFY**) Form the workshop it is understood that there is data collected at central level. However, it is still unclear who is conducting the monitoring & QA for internationalisation.

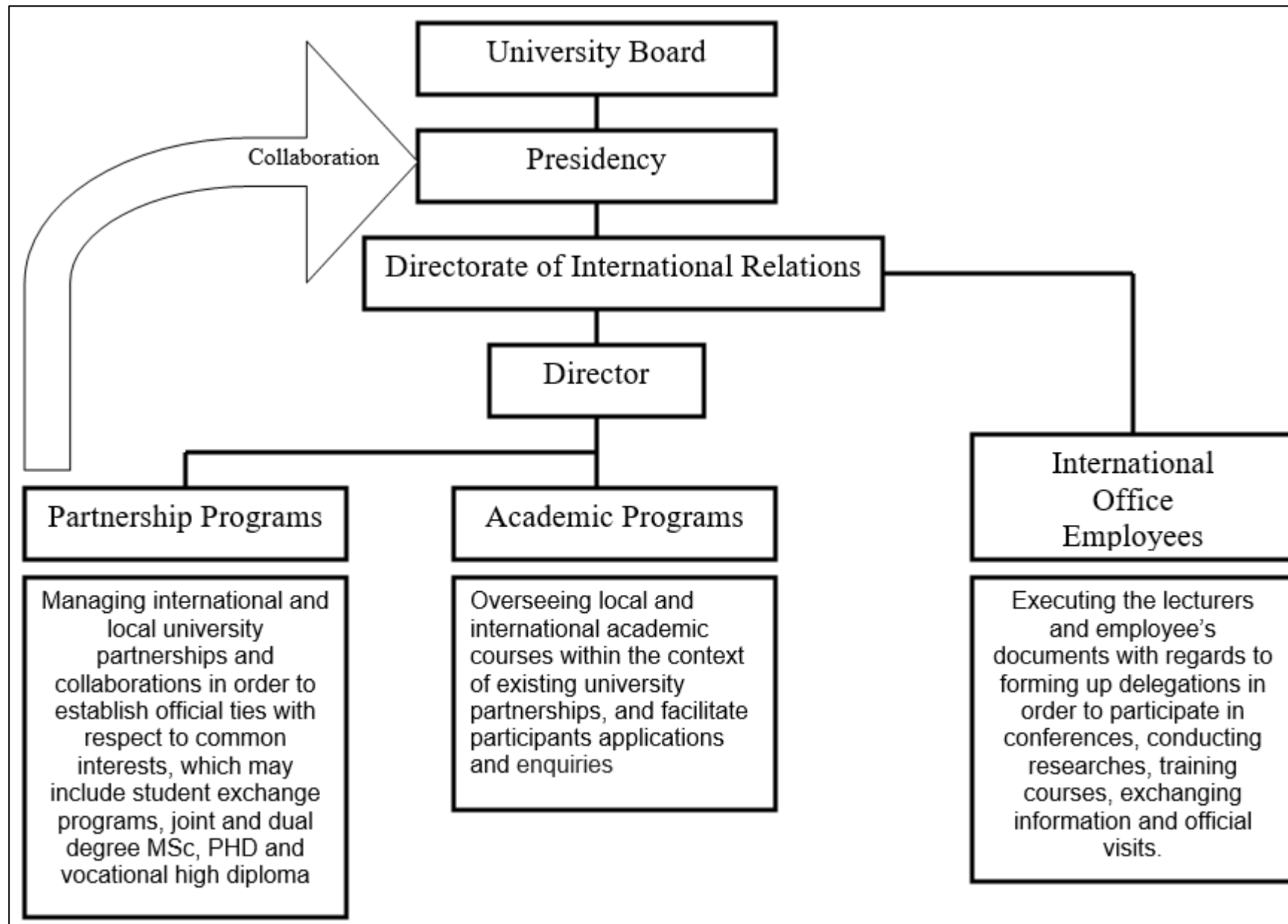
# KISSR

- (?) It is not evident who engages in continuous international strategy & policy development. However, from the past activities of the TIGRIS project it is assumed that this task will be/is assigned to the head of the IRO & Information Office in collaboration with the university leadership and the institutional council. (→ CLARIFY)
- (?) Although **project management** is given as one of the tasks of the IRO, there is no staff allocated to this. It is assumed that there have very little international projects e.g. such as TIGRIS been implemented, hence no such dedicated structures or personnel capacities are developed. (→ CLARIFY) From the workshop it is understood that at a later stage this will be incorporated into the unit for projects and cooperation.
- (!) From the current information provided, there seems no **dedicated central support structure/capacity for incoming intl. students and staff** is available. (→ CLARIFY) From the workshop it is understood that this structure is to be developed as part of the implementation of the intl. strategy.

# KISSR

- (?) It is not clear if or by whom **advice/support** researchers e.g. for writing proposals, **fund-raising** is offered which is very important for the intl. strategy developed (see its goals!), especially for a research-oriented institution such as KISSR. (→ **CLARIFY**) From the workshop it is understood that this will be developed and incorporated into the fundraising unit.
- (?) It is not evident where the responsibility for the **internationalisation at home** and of **the curriculum** is allocated (see intl. strategy). (→ **CLARIFY**)

# SPU - International Relations Office



# SPU

- According to the organisational chart provided, the **IRO** works directly under the **supervision of the president/presidency** and “collaborates” with it. **How** it interfaces/cooperates with other central or decentral units/structures of the HEI is not made evident on the organisational chart.
- The provided organisational chart does not give any structure of the IRO, but delimitates areas of responsibilities between the IRO’s director and employees in general. The responsibility of the director comprises **Partnership Programs & Academic Programs**, while IRO employees are allocated administrative support functions.
- It is not clear if the organisational chart provided does represent the actual structure of the IRO. (→ **CLARIFY**)



# SPU

- (+) As noted for UOS, having the **IRO** closely related to the university leadership can be very conducive to rendering internationalisation an institutional priority and also in developing and implementing the institution's internationalisation policy.
- (!) Also as noted for UOS, internationalisation cannot be a top-down-process solely. Appropriate structures & personnel capacity must also be present at the faculties (colleges), since internationalisation will largely be implemented there. Again, an appropriate process must be developed which includes those structures/personnel in the development of internationalisation strategy and policy. This also includes students. To our knowledge, this was achieved by including the university council so far.
- (?) It is not evident, how the IRO cooperates with the faculties (colleges), e.g. if there are dedicated staff members at the faculty (college) or the department level that are concerned with internationalisation. This could hint towards a weak/underdeveloped link.  
(→ **CLARIFY**) From the workshop it is understood that so far this is not the case. Most issues related to internationalisation are handled by the respective dean's office.

# SPU - Personnel capacity and task distribution

E(mployee) #	Description of function	Task Identifier	English	Hours	FTE	Form of employment	Comment
E1	Director of International Relations Office, he is responsible for establishing academic relationships with foreign universities	MANAGEMENT, IR	B2	≈35-40	1	n.a.	
E2	Admin manager, he is responsible of Media related activities such supervising IRO web page and social media	MARKETING	B1	≈35-40	1	n.a.	
E3	Responsible of cooperation with local universities	LOCAL COOPERATION	A1	≈35-40	1	n.a.	
E4	HR assistant	LOCAL ADMINISTRATION (PERSONNEL)	A1	≈35-40	1	n.a.	
E5	Academic event planner	EVENTS	A1	≈35-40	1	n.a.	

# SPU

- (~) **STAFF:** A total of 5 employees work at the **IRO** full-time rendering 5 FTEs available for the IRO.
- (~) **ENGLISH:** According to the information provided, only 2 staff members are conversational in English; staff members who only have A1 are concerned with administrative tasks that are handled in local languages and therefore do not need a higher proficiency level in English. However, higher proficiency levels are generally desirable, especially if you want to actively develop internationalisation or if staff members have to support or replace a colleague due to increased workload/absence/illness.
- (?) It is not evident if and by whom **monitoring & quality assurance of internationalisation** is conducted. This is also of special importance in regard to the international strategy developed, whose implementation needs monitoring and benchmarking. (→ **CLARIFY**) Form the workshop it is understood that there is data collected at central level. However, it is still unclear who is conducting the monitoring & QA for internationalisation.
- (?) Surprisingly, academic mobility of students and staff, both incoming and outgoing, is not managed at the IRO and no other indication is given, where this task is allocated. (→ **CLARIFY**)

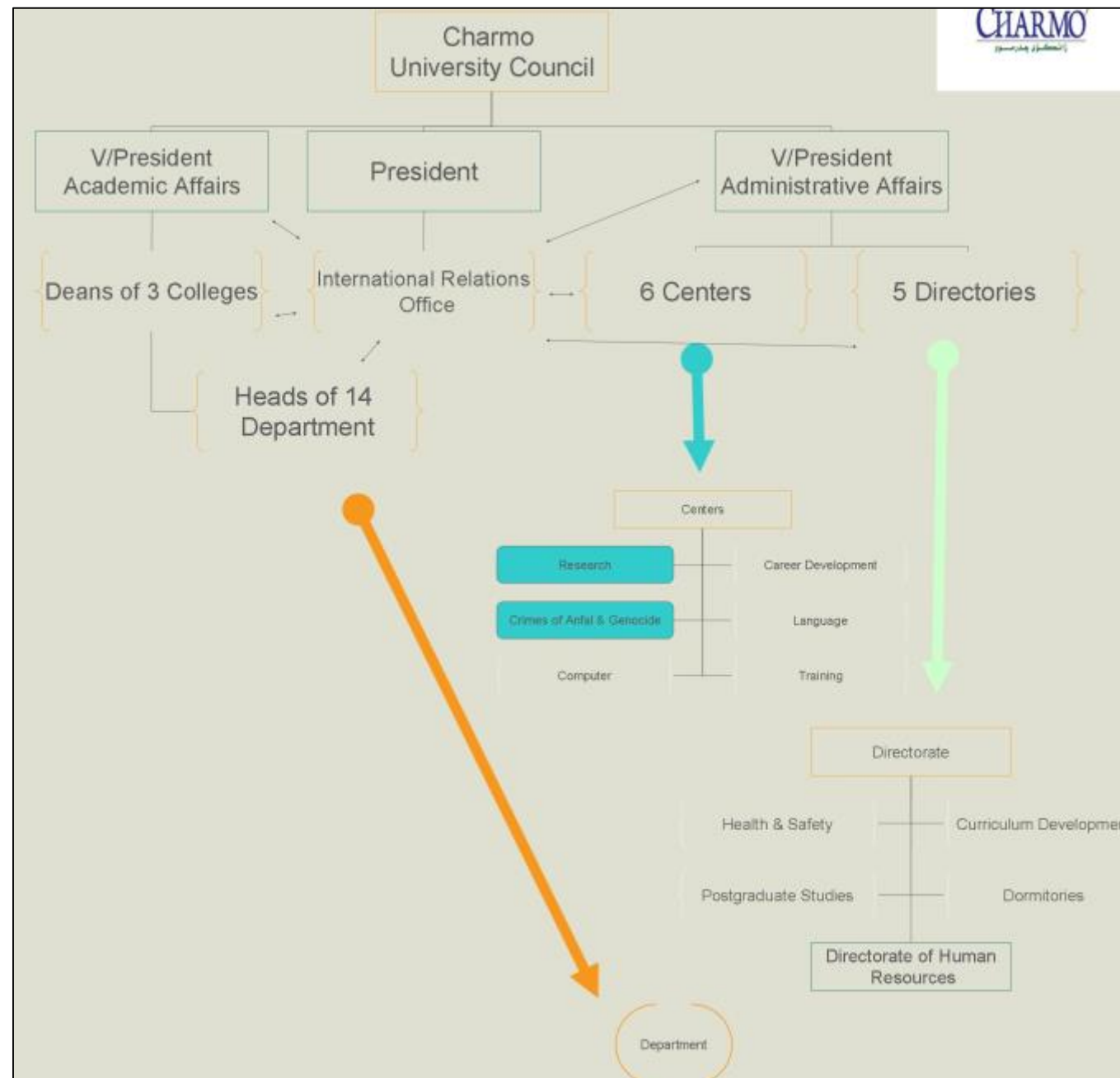
# SPU

- (?) From the information provided, it is not evident who engages in **continuous international strategy & policy development** and how the IRO is/will be involved in it. (→ **CLARIFY**)
- (!) According to the information provided, currently **no dedicated project management** structures or personnel capacity exist at the IRO meaning that either there are no international project managed centrally or that these project are managed somewhere else. However, it is assumed that only a limited number of international projects (e.g. such as TIGRIS) have been implemented, hence no such dedicated structures or personnel capacities are developed yet.
- (!) From the current information provided, there seems no **dedicated central support structure/capacity for incoming intl. students and staff** to be available (intl. strategy!). (→ **CLARIFY**) From the workshop it is understood that the faculties (colleges) are involved in offering support to incoming students and staff. Still, if incoming academic mobility is to be developed and expended in the future, this function will increase in importance. A central structure might have to be considered at some point.

# SPU

- (?) It is not clear if or who offers **advice/support** researchers e.g. for writing proposals, **fund-raising** which is very important for the intl. strategy developed (see its goals!). (→ **CLARIFY**) From the workshop it is understood that this is handled by the Research Centre.
- (?) It is not evident where the responsibility for the **internationalisation at home and of the curriculum** is allocated (see intl. strategy). (→ **CLARIFY**)

# CHU - International Relations Office



# CHU

- According to the organisational chart provided, the **IRO** works directly under the **supervision of the president** and interfaces with other central units as well as the colleges, departments and centres.
- No further information on the internal structure of the IRO is provided, which might hint at an underdeveloped organisational and functional differentiation.
- (+) As noted for UOS, having the **IRO** closely related to the university leadership can be very conducive to rendering internationalisation an institutional priority and also in developing and implementing the institution's internationalisation policy.
- (!) Also as noted for UOS, appropriate structures & personnel capacity must also be present at the faculties (colleges), since internationalisation will largely be implemented there. Again, an appropriate process must be developed which includes those structures/personnel in the development of internationalisation strategy and policy. This also includes students. To our knowledge, this was achieved by including the institutional council so far.



# CHU

- (?) It is not evident, how the IRO cooperates with the faculties (colleges), e.g. if there are dedicated staff members at the faculty or the department level that are concerned with internationalisation. This could hint towards a underdeveloped link. (→ **CLARIFY**) From the workshop it is understood that so far this is not the case. Most issues related to internationalisation are handled by the respective dean's office.

# CHU - Personnel capacity and task delimitation

E(mployee) #	Description of function	Task Identifier	English	Hours	FTE's	Form of employment
E1	1. Facilitate the affairs of postgraduate students both MA and PhD students of Charmo University when they apply for, submit their application and until they travel and study at overseas universities outside of Iraq. Providing support at all stages. 2. Support all postgraduate and undergraduate students who apply for Exchange programs in many American and European and or Asian universities. 3. Replying, receiving, and sending emails to all staff, lecturers and undergraduate and postgraduate student enquiries who have an interest in travelling for international events, workshops, training and or exchange programs. 4. Arranging local, national and international exchange and visits between Charmo University and external NGOs, Institutes, Embassies and or consulate general and other stakeholder visits and facilitations for all university members. 5. Networking, arranging, attending, visiting and signing MOUs with other public and Private universities in Kurdistan region, Iraq and with international partners. 6. Providing logistic and technical support for visitors, researchers and academics. 7. Writing reference letters, supporting lecturers and student's applications for scholarships, studentships and grants and or exchange programs. 8. Providing interpretation (English, Arabic, Kurdish) for any important and High level meetings, and or translating necessary documents for Charmo University Presidency and staff member's needs and with other partners as and when required. 9. Writing, typing, keeping and saving important documents of IRO. 10. Implementing and Coordinating point for Tygris Project in Charmo	SUPPORT MOBILITY (OUTGOING); ADVICE OUTGOING; IR; DELEGATIONS; SUPPORT INCOMING; PROJECT MANAGEMENT (currently);	C2	n.a.	1	n.a.
E2	is currently on leave. But has worked on a series of activities including working on archiving, scanning, typing and facilitating personal miscellaneous files in Arabic and Kurdish languages	ADMINISTRATION (OFFICE)	A1	n.a.	(1)	n.a.
E3	is a full time and dedicated staff of IRO; assists every day work at International Relations Office, including but not limited to typing documents, archiving files and or scanning necessary documents and MOUs signed with other universities.	ADMINISTRATION (OFFICE)	A2	n.a.	1	n.a.
E4	newly employed staff member at IRO; was employed just a few days ago and does not know whether will be permanently working in this office or she will be moved to another directorate at the Presidency	n.a.	B1	n.a.	0,5	n.a.

# CHU

- (-) **STAFF:** A total of 4 employees work at the **IRO**, totalling 3,5 FTEs. However 1 employee is at leave, effectively reducing the number of staff to 3 and the number of FTEs available to 2,5. Hence, only limited personnel capacity exists at the IRO.
- (-) **ENGLISH:** According to the information provided, only 2 staff members are conversational in English, of which 1 might not be working at the IRO in the future effectively reducing the number to 1, which is low. Staff members who only have A1/A2 are concerned with administrative tasks that are handled in local languages and therefore do not need a higher proficiency level in English. However, higher proficiency levels are generally desirable especially if you want to actively develop internationalisation or if staff member have to support or replace a colleague due to increased workload/absence/illness.
- (-) Looking at the task distribution, the previous presumption regarding an underdeveloped organisational and functional differentiation is confirmed with the IRO's head effectively having all responsibilities, while staff members only work as office administrators.

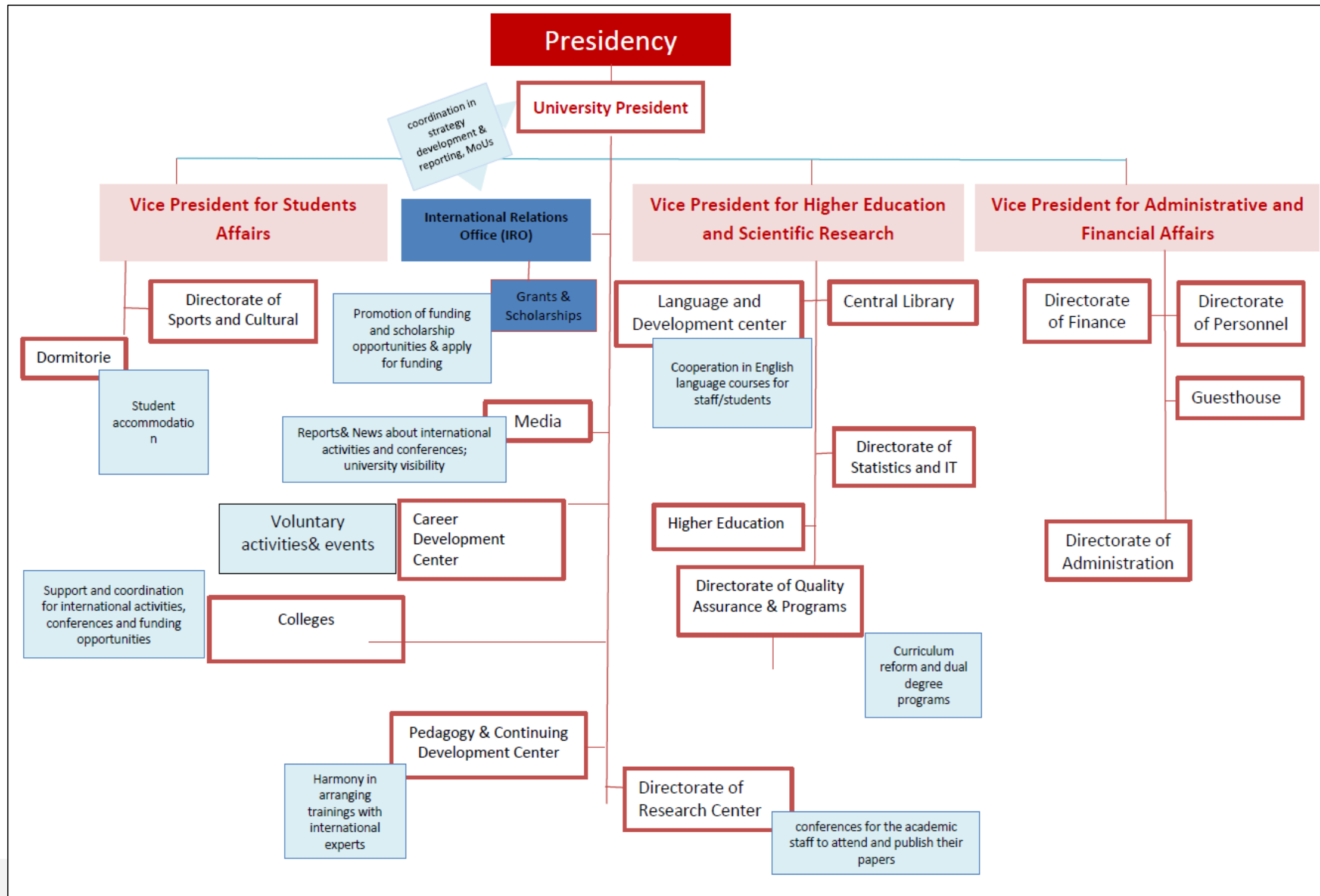
# CHU

- (?) It is not evident if and by whom **monitoring & quality assurance of internationalisation** is conducted. This is also of special importance in regard to the international strategy developed, whose implementation needs monitoring and benchmarking. (→ **CLARIFY**) From the workshop it is understood that there is data collected at central level. However, it is still unclear who is conducting the monitoring & QA for internationalisation.
- (?) It is not evident who engages in continuous **international strategy & policy development**. It is assumed that this is done by the university leadership in collaboration with IRO and the university council. (→ **CLARIFY**)
- (!) From the current information provided, there seems no **dedicated central support structure/capacity for incoming intl. students and staff** is available (intl. strategy!). (→ **CLARIFY**) From the workshop it is understood that due to limited numbers of incoming students and staff support is handled by the IRO in collaboration with the faculties (colleges) on the base of individual cases. Still, if incoming academic mobility is to be developed and expended in the future, this function will increase in importance. A central structure might have to be considered at some point.

# CHU

- (?) It is not clear if or who offers **advice/support** researchers e.g. for writing proposals, **fund-raising** which is very important for the intl. strategy developed (see its goals!). (→ **CLARIFY**) From the workshop it is understood that at several Kurdish partner HEIs this is offered by a dedicated Research Centre. However, it is not clear if this also applies to CHU.
- (?) It is not evident where the responsibility for the **internationalisation at home** and of **the curriculum** is allocated (see intl. strategy). (→ **CLARIFY**)

# UOR - International Relations Office



# UOR

- According to the organisational chart provided, the **IRO** works directly under the **supervision of the president** and interfaces with other central units as well as the colleges, departments and centres.
- (+) As noted for UOS, having the **IRO** closely related to the university leadership can be very conducive to rendering internationalisation an institutional priority and also in developing and implementing the institution's internationalisation policy.
- (!) Also as noted for UOS, appropriate structures & personnel capacity must also be present at the faculties (colleges), since internationalisation will largely be implemented there. Again, an appropriate process must be developed which includes those structures/personnel in the development of internationalisation strategy and policy. This also includes students. To our knowledge, this was achieved by including the institutional council so far.
- (+) The organisational chart provides a comprehensive overview on how the IRO cooperates with different units of the HEI important for internationalisation. All major areas of internationalisation are addressed and are complementary to the activates and goals of the internationalisation strategy. **Chapeau!**



# UOR

- (?) It is not evident, **how** the IRO cooperates with the faculties (colleges), e.g. if there are dedicated staff members at the faculty (college) or the department level that are concerned with internationalisation. This could hint towards a underdeveloped link. (→ **CLARIFY**) From the workshop it is understood that so far this is not the case. Most issues related to internationalisation are handled by the respective dean's office.

# UOR - Personnel capacity and task delimitation

E(mployee) #	Description of function	Task Identifier	English	Hours	FTE's	Form of employment
E1	liaising with president of the university for anything that has an international dimension. He coordinates the links of the university with foreign institutions	MANAGEMENT; INTERNATIONAL RELATIONS	C1	n.a.	1	n.a.
E2	works in the IRO. His main duties include: issuing support letters for staff and students, coordinating links with other departments university-wise	SUPPORT STUDENTS & STAFF; INTRA-INSTITUTIONAL COORDINATION	B2	n.a.	1	n.a.
E3	is a staff member in the IRO. He is responsible for updating the subdomain of IRO with any international activities; arranging meetings related to strategy development	MARKETING; ADMIN	B2	n.a.	1	n.a.
E4	works voluntarily in the office of Grants and Scholarships, linked to IRO; main task is to coordinate with the colleges and departments for grant applications; looks for funding agencies and grant calls and shares the information with the relevant departments and helps them apply for funding.	FUNDING ADVICE	B1	n.a.	0,5	Volunteer

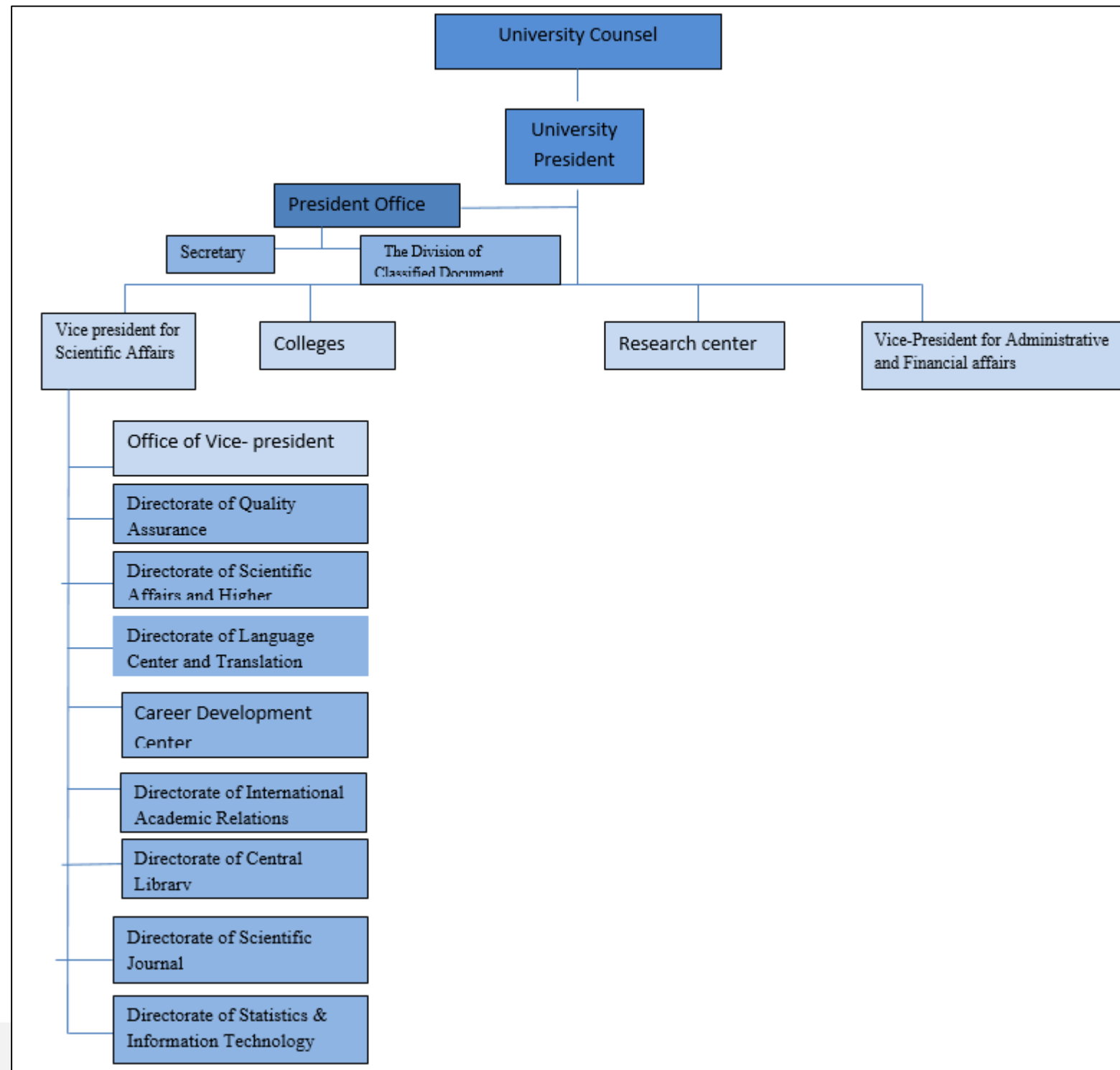
# UOR

- (~) **STAFF:** A total of 4 employees work at the **IRO**, of which 1 is a volunteer. Therefore only limited personnel capacity exists at the IRO. However, considering that UOR is a younger and smaller HEI, such limited capacities are understandable.
- (+) **ENGLISH:** good English proficiency of staff for local context with all staff member being at least conversational in English or have higher proficiency; good!
- (!) From the current information provided, there seems no **dedicated central support structure/capacity for incoming intl. students and staff** is available. (→ **CLARIFY**) From the workshop it is understood that due to limited numbers of incoming students and staff support is handled by the IRO in collaboration with the faculties (colleges) on the base of individual cases. Still, if incoming academic mobility is to be developed and expended in the future, this function will increase in importance. A central structure might have to be considered at some point.

# UOR

- (?) It is not evident if and by whom **monitoring & quality assurance of internationalisation** is conducted. This is also of special importance in regard to the international strategy developed, whose implementation needs monitoring and benchmarking. (→ **CLARIFY**) Form the workshop it is understood that there is data collected at central level. However, it is still unclear who is conducting the monitoring & QA for internationalisation.

# UOH - International Relations Office



# UOH

- According to the organisational chart provided, the **IRO** works directly under the **supervision of the vice-president for scientific affairs**. From the workshop it is understood that this structural feature stems from previous legislation.
- No further information on the internal structure of the IRO or how it interfaces with other central or decentral units/structures of the HEI is provided. From the workshop it is understood that the need to provide this relational information identifying other institutional stakeholders of internationalisation was not understood correctly.
- (?) It is not evident, **how** the IRO cooperates with the faculties (colleges), e.g. if there are dedicated staff members at the faculty (college) or the department level that are concerned with internationalisation. This could hint towards a underdeveloped link. (→ **CLARIFY**) From the workshop it is understood that so far this is not the case. Most issues related to internationalisation are handled by the respective dean's office.

# UOH - Personnel capacity and task delimitation

E(mployee) #	Description of function	Task Identifier	English	Hours	FTE	From of employment
E1	head of IRO and Coordinator of TIGRIS Project at UoH; Managing all the duties and responsibilities that IRO has.	MANAGEMENT; PROJECT MANAGEMENT (currently);	C1	n.a.	0,5	n.a.
E2	IRO officer; is currently on Study Leave to study a Master's degree and has more three months to complete studies. duties were as followings: 1- Translations, speaks five languages including Kurdish 2- Working as an IT administrator.	TRANSLATIONS; IT	C1	n.a.	(1)	n.a.
E3	IRO officer; 1- Carrying out administration duties such as: a) Writing University Degree Document regarding Study Permission for Master's and Doctoral studies outside Kurdistan Region. (releasing Ministerial Degree on this regard) b) Writing the document of extending the duration of Study Leave for higher education students after releasing Ministerial Degree. c) Writing Documents to MOHESR about Equalization of Certificates upon requests of Certificate's Owners. 2- Translation and Interpretation: a) Translating Memorandum of Understanding into Kurdish or English. b) Writing support letter or any document which are needed to be in English Language. c) Exchanging Emails in English d) Translating or writing articles for UoH website in English. e) Working as an interpreter at UoH, for instance, Sazan worked as an interpreter for three months with a German researcher from Felsberger Institute for conducting a research with UoH researchers. 3- Member of TIGRIS office at UoH from the beginning of announcing the project until now. Carrying out numerous duties and activities of TIGRIS at UoH and also participating in three events of TIGRIS inside Kurdistan Region. Besides, having a crucial role in writing UoH Internationalization Strategy and translating into Kurdish together with head of Language Center.	SUPPORT MOBILITY (OUTGOING); RECOGNITION OF STUDIES; TRANSLATION/INTERPRETATION; MARKETING;	B2	n.a.	1	n.a.
E4	As above, plus j) Working as an interpreter at UoH, for instance, Bayan worked as an interpreter for six months with a German researcher from Felsberger Institute for conducting a research with UoH researchers. 3- Member of TIGRIS office at UoH for one year.	SUPPORT MOBILITY (OUTGOING); RECOGNITION OF STUDIES; TRANSLATION/INTERPRETATION; MARKETING;	B2	n.a.	1	n.a.
E5	IRO Officer; 1- Carrying out administration duties such as: Writing University Degree Document regarding Study Permission for Master's and Doctoral studies outside Kurdistan Region. (releasing Ministerial Degree on this regard) l) Writing the document of extending the duration of Study Permission for higher education students after releasing Ministerial Degree. m) Writing Documents to MOHESR about Equalization of Certificates upon requests of Certificate's Owners. Translation: Translating documents into Kurdish and Arabic language	SUPPORT MOBILITY (OUTGOING); RECOGNITION OF STUDIES; TRANSLATION	A2	n.a.	1	n.a.
E6	IRO Officer; new staff member; tasks not yet allocated	n.a.	B2	n.a.	1	n.a.



# UOH

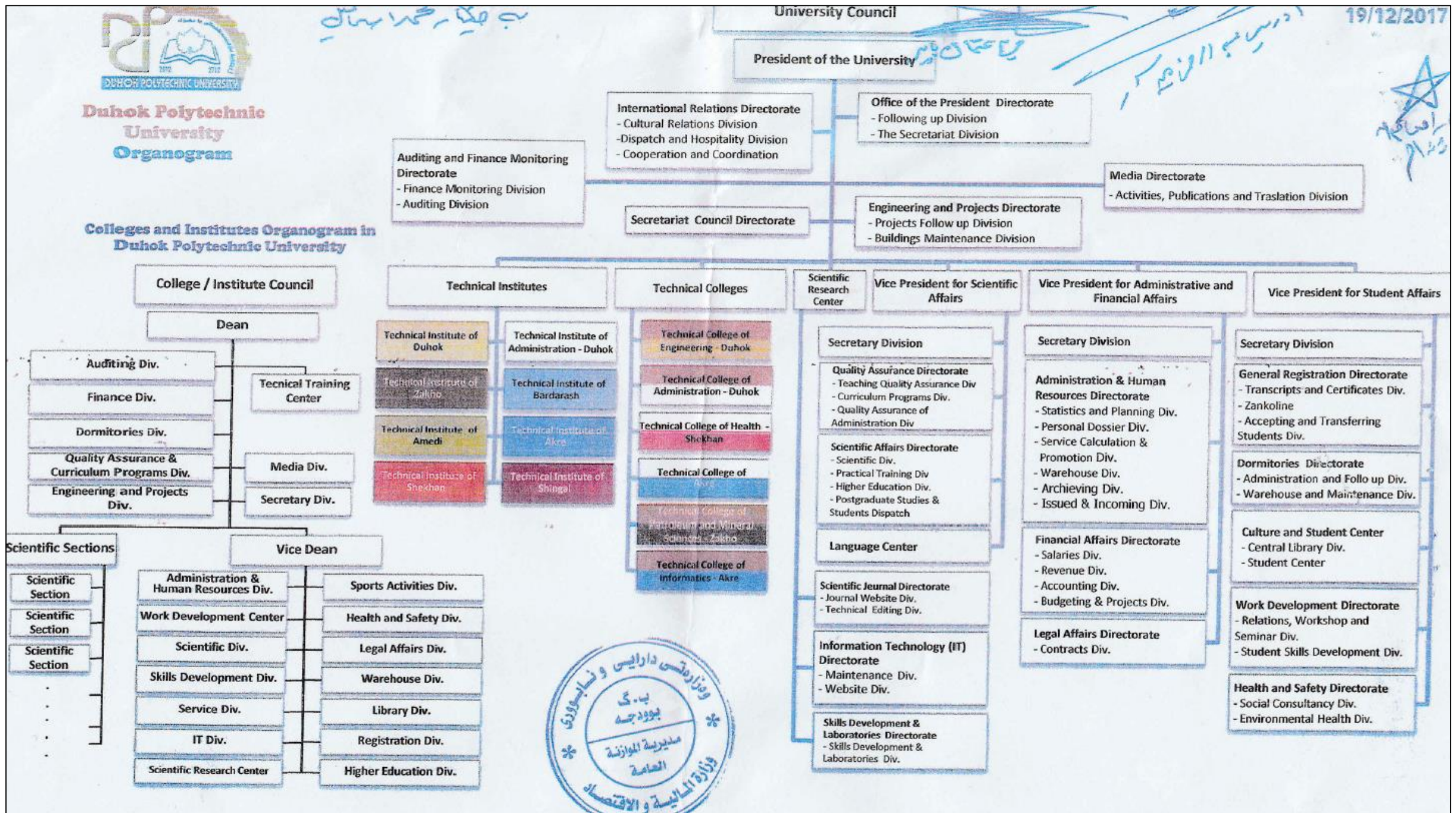
- (~) **STAFF:** A total of 6 employees work at the **IRO**, of which 5 work full-time resulting in 10,5 FTE available at the IRO. This is good considering the UOH is a younger and smaller HEI.
- (+) **ENGLISH:** good English proficiency of staff for local context!
- (?) It is not evident if and by whom **monitoring & quality assurance of internationalisation** is conducted. This is also of special importance in regard to the international strategy developed, whose implementation needs monitoring and benchmarking. (→ **CLARIFY**) Form the workshop it is understood that there is data collected at central level. However, it is still unclear who is conducting the monitoring & QA for internationalisation.
- (?) It is not evident who engages in **continuous international strategy & policy development**. However, from the past activities of the TIGRIS project it is assumed that this task will be/is assigned to the head of the IRO in collaboration with the university leadership, especially the vice-president including the university council. (→ **CLARIFY**)

# UOH

- (!) It is evident that **no dedicated project management** structures or personnel capacity exist at the IRO meaning that either there are no international project managed centrally or that these project are managed somewhere else. It is assumed that only few international projects (e.g. such as TIGRIS) have been implemented, hence no such dedicated structures or personnel capacities are developed.
- (?) From the current information provided, there seems no **dedicated central support structure/capacity for incoming intl. students and staff** is available. (→ **CLARIFY**) From the workshop it is understood that due to limited numbers of incoming students and staff support is handled by the IRO in collaboration with the faculties (colleges) on the base of individual cases. Still, if incoming academic mobility is to be developed and expended in the future, this function will increase in importance.
- (?) It is not clear if or who offers **advice/support researchers e.g. for writing proposals, fund-raising** which is very important for the intl. strategy developed (see its goals!). (→ **CLARIFY**) From the workshop it is understood that at several Kurdish partner HEIs this is offered by a dedicated Research Centre. However, it is not clear if this also applies to UOH.
- (?) It is not evident where the responsibility for the **internationalisation at home and of the curriculum** is allocated (see intl. strategy). (→ **CLARIFY**)



# DPU - International Relations Office





# DPU

- According to the organisational chart provided, the **IRO** works directly under the **supervision of the president**.
- (!) Also as noted for UOS, internationalisation cannot be a top-down-process solely. Appropriate structures & personnel capacity must also be present at the faculties (colleges), since internationalisation will largely be implemented there. Again, an appropriate process must be developed which includes those structures/personnel in the development of internationalisation strategy and policy. This also includes students. To our knowledge, this was achieved by including the university council so far.
- No further information on the internal structure of the IRO or how it interfaces with other central or decentral units/structures of the HEI is given in the organisational chart.
- (?) It is not evident, how the IRO cooperates with the faculties (colleges), e.g. if there are dedicated staff members at the faculty (college) or the department level that are concerned with internationalisation. This could hint towards a weak/underdeveloped link.  
(→ **CLARIFY**) From the workshop it is understood that so far this is not the case. Most issues related to internationalisation are handled by the respective dean's office.

# DPU - Personnel capacity and task delimitation

E(mployee) #	Description of function	Task Identifier	English	Hours	FTE	Form of employment
E1	Director of International Relations	n.a. (MANAGEMENT; probably IR)	C2	≈ 35	1	n.a.
E2	Head of Cooperation and Coordination Unit (on leave for one year)	n.a.	n.a.	≈ 35	(1)	n.a.
E3	Staff member; administrative	ADMINISTRATION	A2	≈ 35	1	n.a.
E4	Head of Cultural Relations Unit	IR	A1	≈ 35	1	n.a.
E5	staff member, hospitality and reception of delegations (on leave for one year)	MOBILITY (incoming)	n.a.	≈ 35	(1)	n.a.
E6	Admission office (zankoline) for international students' affairs	ADMISSION	A2	≈ 35	0,5	n.a.

# DPU

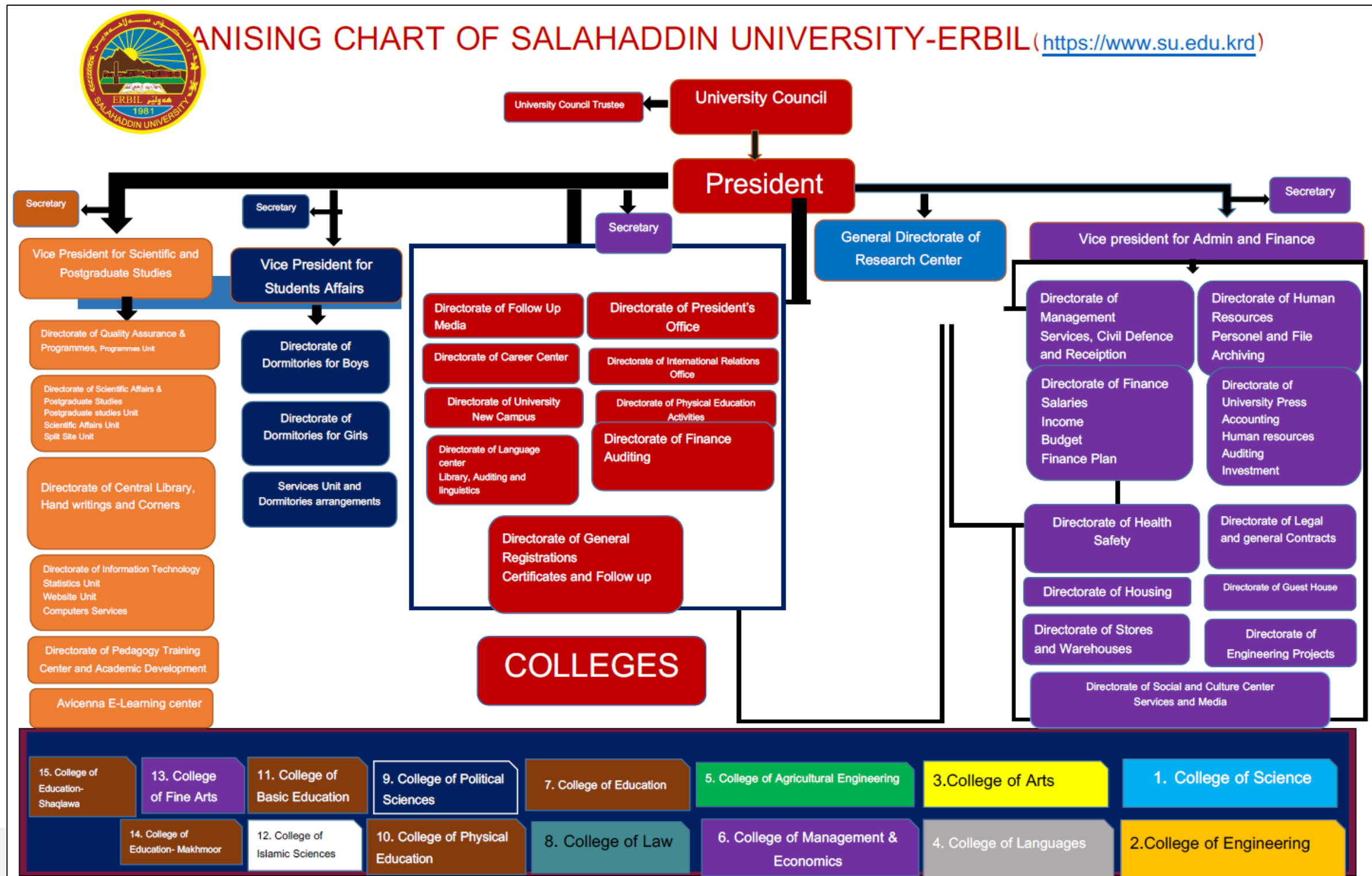
- (-) **STAFF:** A total of 6 employees work at the **IRO**, totalling 5,5 FTEs; however, 2 FTEs are on leave, resulting currently in only 3,5 FTEs available at the IRO. Therefore, currently only limited personnel resources are available at the IRO.
- (-) **ENGLISH:** incomplete information provided; according to the data, currently only very limited English language proficiency is available at the IRO with 1 staff member being conversational or higher.
- (?) It is not evident if and by whom **monitoring & quality assurance of internationalisation** is conducted. This is also of special importance in regard to the international strategy developed, whose implementation needs monitoring and benchmarking. (→ **CLARIFY**) Form the workshop it is understood that there is data collected at central level. However, it is still unclear who is conducting the monitoring & QA for internationalisation.
- (?) It is not evident who engages in **continuous international strategy & policy development**. However, from the past activities of the TIGRIS project it is assumed that this task will be/is assigned to the head of the IRO in collaboration with the university leadership including the university council.

# DPU

- (!) It is evident that **no dedicated project management** structures or personnel capacity exist at the IRO meaning that either there are no international project managed centrally or that these project are managed somewhere else. It is assumed that only few international projects (e.g. such as TIGRIS) have been implemented, hence no such dedicated structures or personnel capacities are developed.
- (!) From the current information provided, there seems no **dedicated central support structure/capacity for incoming intl. students and staff** is available. (→ **CLARIFY**) **If incoming academic mobility is to be developed and expended in the future, this function will increase in importance. A central structure might have to be considered at some point.**
- (?) It is not clear if or who offers **advice/support researchers e.g. for writing proposals, fund-raising** which is very important for the intl. strategy developed (see its goals!). (→ **CLARIFY**) **From the workshop it is understood that this is handled by the Research Centre.**
- (?) It is not evident where the responsibility for the **internationalisation at home and of the curriculum.** (→ **CLARIFY**)



# SU - International Relations Office



# SU

- According to the organisational chart provided, the **IRO** works directly under the **supervision of the president**.
- (+) As noted for UOS, having the **IRO** closely related to the university leadership can be very conducive to rendering internationalisation an institutional priority and also in developing and implementing the institution's internationalisation policy.
- (!) Also as noted for UOS, internationalisation cannot be a top-down-process solely. Appropriate structures & personnel capacity must also be present at the faculties (colleges), since internationalisation will largely be implemented there. Again, an appropriate process must be developed which includes those structures/personnel in the development of internationalisation strategy and policy. This also includes students. To our knowledge, this was achieved by including the university council so far.
- No further information on the internal structure of the IRO or how it interfaces with other central or decentral units/structures of the HEI was provided.

# SU

- (?) It is not evident, how the IRO cooperates with the faculties (colleges), e.g. if there are dedicated staff members at the faculty (colleges) or the department level that are concerned with internationalisation. This could hint towards a underdeveloped link. (→ **CLARIFY**) From the workshop it is understood that so far this is not the case. Most issues related to internationalisation are handled by the respective dean's office.

# SU - Personnel capacity and task delimitation

E(mployee) #	Description of function	Task Identifier	English	Hours	FTE	Form of employment
E1	Director of IRO	MANAGEMENT	B2	n.a.	1	n.a.
E2	Erasmus+ Institutional Coordinator	E+ PROGRAMMES; PROJECT MANAGMENT	B2	n.a.	1	n.a.
E3	working on Scholarships, protocols and admin issues	?SUPPORT MOBILITY?	A2	n.a.	1	n.a.
E4	Working on Scholarships, grants and admin issues	?SUPPORT MOBILITY?	A2	n.a.	1	n.a.
E5	working on protocols and visa processing issues	?SUPPORT MOBILITY?	A1-A2	n.a.	1	n.a.
E6	working on protocols and visa processing issues	?SUPPORT MOBILITY?	A1-A2	n.a.	1	n.a.
E7	working on Scholarships, protocols and admin issues	?SUPPORT MOBILITY?	A1-A2	n.a.	1	n.a.
E8	Working on MOU and MOA preparation, implementation and archiving	MOU	A1-A2	n.a.	1	n.a.
E9	Archiving all the documents of IRO and follow up	ADMINISTRATION (LOCAL)	A1-A2	n.a.	0,8	n.a.
E10	working on Scholarships, protocols and admin issues	?SUPPORT MOBILITY?	A1-A2	n.a.	0,8	n.a.

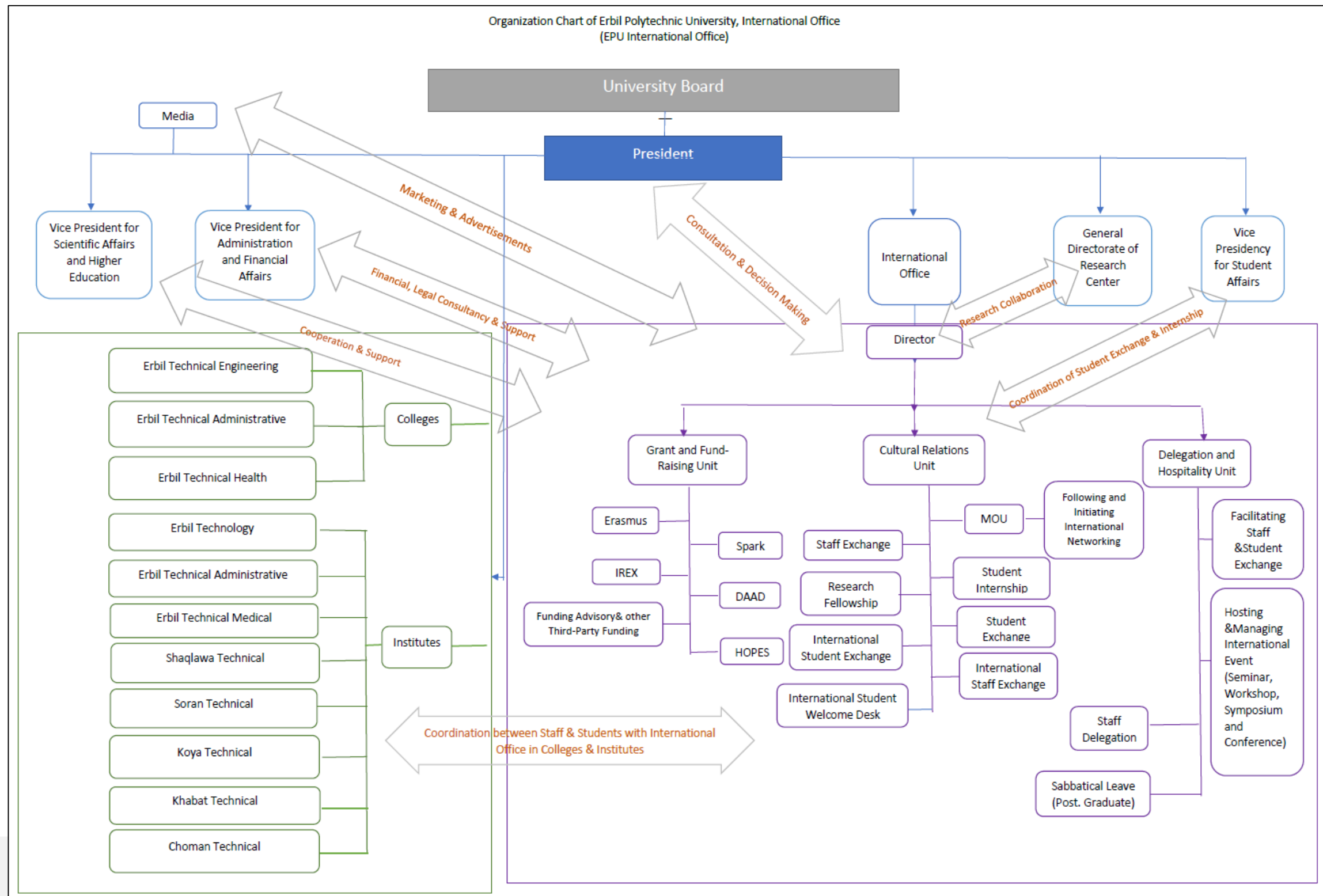
# SU

- (+) **STAFF:** A total of 10 employees work at the **IRO**, totalling 9,6 FTEs, which is good.
- (-) **ENGLISH:** only 2 out of 10 employees are conversational (or have higher proficiency) in English.
- (?) It is not evident if and by whom **monitoring & quality assurance of internationalisation** is conducted. This is also of special importance in regard to the international strategy developed, whose implementation needs monitoring and benchmarking. (→ **CLARIFY**) Form the workshop it is understood that there is data collected at central level. However, it is still unclear who is conducting the monitoring & QA for internationalisation.
- (?) It is not evident who engages in continuous **international strategy & policy development**. However, from the past activities of the TIGRIS project it is assumed that this task will be/is assigned to the head of the IRO in collaboration with the university leadership including the university council.
- (?) It is not evident if **dedicated project management** structures or personnel capacity exist at the IRO. From past experience it seems that projects are mainly handled by E+ Institutional Coordinator. (→ **CLARIFY**)

# SU

- (?) From the current information provided, there seems no **dedicated central support structure/capacity for incoming intl. students and staff** is available. (→ **CLARIFY**) From the workshop it is understood that support for incoming students and staff is handled by the IRO in collaboration with the faculties (colleges). If incoming academic mobility is to be developed and expended in the future, this function will increase in importance. A central structure might have to be considered at some point.
- (?) It is not clear if or who offers **advice/support researchers e.g. for writing proposals, fund-raising** which is very important for the intl. strategy developed. (→ **CLARIFY**) From the workshop it is understood that this is handled by the Research Centre.
- (?) It is not evident where the responsibility for the **internationalisation at home and of the curriculum** is allocated. (→ **CLARIFY**)

# EPU - International Relations Office





# EPU

- According to the organisational chart provided, the **IRO** works directly under the **supervision of the president** and interfaces with other central units as well as the colleges, departments and centres.
- (+) As noted for UOS, having the **IRO** closely related to the university leadership can be very conducive to rendering internationalisation an institutional priority and also in developing and implementing the institution's internationalisation policy.
- (!) Also as noted for UOS, internationalisation cannot be a top-down-process solely. Appropriate structures & personnel capacity must also be present at the faculties (colleges), since internationalisation will largely be implemented there. Again, an appropriate process must be developed which includes those structures/personnel in the development of internationalisation strategy and policy. This also includes students. To our knowledge, this was achieved by including the university council so far.
- (+) The organisational chart provides a good overview on how the IRO cooperates with different units important for internationalisation.

# EPU

- (?) It is not evident, how the IRO cooperates with the faculties (colleges), e.g. if there are dedicated staff members at the faculty (colleges) or the department level that are concerned with internationalisation. This could hint towards a underdeveloped link. (→ **CLARIFY**) From the workshop it is understood that so far this is not the case. Most issues related to internationalisation are handled by the respective dean's office.

# EPU - Personnel capacity and task delimitation

E(employee) #	Description of function	Task Identifier	English	Hours	FTE
E1	Director of IRO: The directorate's main responsibility is to implement internationalization strategy of the strategy which includes initiating collaboration with various academic institutions nationally and internationally to establish academic cooperation for the purpose of achieving fund opportunities, students' and staff exchange, summer internship, hosting joint conferences, and international joint research projects.	MANAGEMENT; IR;	C1	n.a.	0,5
E2	Head of Grant and Fundraising: It is the responsibility of this unit to seek grant and funds from various national and international institutions and organizations in order to enhance the community engagement. The fund and grant are used to address the university's needs and community's issues. The main duty of this unit is to obtain fund and grants to improve the future life of people in the Kurdistan region of Iraq and contribute towards development of concrete solutions for regional problems.	FUND-RAISING; FUNDING ADVICE;	C1	n.a.	0,5
E3	Head of Cultural Relations: This unit strives to create a strong link and a network with various international partner in order to provide opportunities for its staff and students to study, research, or conduct training with different bodies. The responsibility also includes the enhancement of EPU's international reputation in the framework of internationalization and globalization.	IR;	C1	n.a.	0,5
E4	Delegation and Hospitality: This unit facilitates and provides support for postgraduate candidates (MA and PhD). Provides hospitality for international delegates. Provides support letter to candidates for research and travel leave.	SUPPORT MOBILITY (INCOMING / OUTGOING)	B1	n.a.	1
E5	Staff of Cultural Relations works on facilitating students' and staff exchange, summer internship, and provide support letters for students.	SUPPORT MOBILITY (INCOMING / OUTGOING)	B2	n.a.	1
E6	Staff of Cultural Relations works on arranging and drafting memorandum of understanding with national and international institutions and organisations.	MOU	A2	n.a.	1
E7	Staff of Cultural Relations works on facilitating students' and staff exchange, summer internship, and provide support letters for students.	SUPPORT MOBILITY (INCOMING / OUTGOING)	B2	n.a.	1
E8	Delegation and Hospitality: This unit facilitates and provides support for postgraduate candidates (MA and PhD). Provides hospitality for international delegates. Provides support letter to candidates for research and travel leave.	SUPPORT MOBILITY (INCOMING / OUTGOING)	A1	n.a.	1

# EPU

- (+) **STAFF:** A total of 8 employees work at the **IRO**, totalling 6,5 FTEs. Note: Heads of units as drivers of internationalisation only part-time (0,5 FTE) allocated to working at the IRO.
- (+) **ENGLISH:** good; 6 out of 8 employees are conversational (or have higher proficiency) in English. E7 responsible for MOUs only with A2. (→ **CLARIFY**)
- (?) It is not evident if and by whom **monitoring & quality assurance of internationalisation** is conducted. This is also of special importance in regard to the international strategy developed, whose implementation needs monitoring and benchmarking. (→ **CLARIFY**) Form the workshop it is understood that there is data collected at central level. However, it is still unclear who is conducting the monitoring & QA for internationalisation.
- (?) From a European perspective, the unit designation “Cultural Relations” is rather unusual in an IRO context. Here, the term “International Relations” would be more fitting. Form the workshop it is understood that this is a literal translation from the Kurdish/Arabic designation, which is a legacy of previous regulations. To make it more relatable for an international audience the use of the more common designation “International Relations” should be considered.

# EPU

- (?) It is not evident who engages in **continuous international strategy & policy development**. However, from the past activities of the TIGRIS project it is assumed that this task will be/is assigned to the head and unit heads of the IRO in collaboration with the university leadership including the university council.
- (?) From the current information provided, there seems no **dedicated central support structure/capacity for incoming intl. students and staff** is available. (→ **CLARIFY**) Still, if incoming academic mobility is to be developed and expended in the future, this function will increase in importance. A central structure might have to be considered at some point.
- (?) It is not clear if or who offers **advice/support researchers e.g. for writing proposals, fund-raising** which is very important for the intl. strategy developed. (→ **CLARIFY**) From the workshop it is understood that this is handled by the Research Centre.
- (?) It is not evident where the responsibility for the **internationalisation at home and of the curriculum** is allocated. (→ **CLARIFY**)



THANK YOU FOR YOUR ATTENTION