



Innovative Governance Practices
in the Higher Education Institutions

DOCUMENT TITLE:

**Report on the training about
International Relations strategies**



About INSPIRE

The overarching goal of INSPIRE is to support, through the cooperation of European institutions, the rebuilding, modernization, and internationalization of the governance system of higher education institutions (HEIs) in Iraq with a specific focus on planning and programming systems. Due to the recent crisis and political economic situation, the current higher education system requires a strong intervention to face the weakness of the existing governance system. To institutionalize good governance practices in Iraqi HEIs, which also means enforcing institutional values such as autonomy, accountability, participation, and internationalization, as well as implementing well-structured management systems, will contribute to the development of Iraqi HIEs helping them to meet the international standards.

The aim of the project is to support HEIs in Iraq in order to make them capable of establishing a modern governance framework through the adoption of innovative practices. The **specific objectives** of INSPIRE are the following:

- Enhancing good governance, management and accountability practices in the HEIs
- Establishing a clear governance framework, including well-defined and clear mission and goals through the definition and implementation of action plans
- Strengthening the international relations management within the HEIs
- Improving participation in strategic planning and development activities for non-university actors and non-state actors

More at

www.projectinspire.eu

Project Partners

- [University of Siena](#), Italy (coordinator)
- [Bologna University](#), Italy
- [Evora University](#), Portugal
- [Aydin Istanbul University](#), Turkey
- [UNIMED- Mediterranean Universities Union](#), Italy
- [University of Mosul](#)
- [University of Baghdad](#)
- [University of Basrah](#)
- [Al-Furat Al-Awsat Technical University](#)
- [University of Sumer](#)
- [Al-Qasim Green University](#)
- [University of Basrah Oil and Gas](#)
- [Al Karkh University for Science](#)
- [Southern Technical University](#)
- [Wasit University](#)
- [Ministry of Higher Education and Scientific Research in Iraq](#)

Document Information

Project Title	Innovative Governance Practices in the Higher Education Institutions in Iraq
Project n.	598790-EPP-1-2018-1-IT-EPPKA2-CBHE-SP
Deliverable	D4.2 Report on the training about International Relations strategies
Work package	WP4
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Confidentiality Status	Public
Author (Partner Institution)	University of Bologna
Abstract (for dissemination)	Report of the training week during which EU institutional expert staff and Iraqi partner staff can share their strategic goals on internationalisation strategies and deepen the knowledge of international relations strategies, according to the project's approach of learning by doing and sharing material and expertise.



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Training week on Internationalisation Strategies hosted by the University of Bologna

On **May 16th to 20th**, staff members from 10 Iraqi universities together with the representatives of the Ministry of Higher Education and Scientific Research in Iraq have been hosted by the **University of Bologna**, Italy, for an intensive **Training Week “Design internationalisation plans for universities”** to jointly work on strategic planning for internationalisation activities.

The Training Week saw the participation of **24 Iraqi colleagues**, among the staff in charge of identifying policies and priorities dealing with internationalisation at the highest university level (Rectors and Vice-Rectors), Directors of Cultural or international relation Divisions, and staff at the MOHESR advising and supporting internationalisation activities of HEIs, dealing with national internationalisation policies frameworks, agreements, scholarships, etc.

The training aimed at strengthening the capacities of Iraqi universities in terms of internationalisation, and strategic planning of their future activities linked to international cooperation agreements. The training was also **an opportunity for the partners to meet again**, after a very long period of distance working, and carefully plan the remaining activities of the final INSPIRE year of work before the closure of the project, as well as to think together about future sustainability actions. Partners could finally enjoy sitting in the same room, exchange and discuss, as well as **share some good laughs**.

The main key message of the Training Week was to encourage universities to exploit their own strengths, being aware of the challenges and weaknesses, with the result of being successful – strategically – through **the definition of objectives which are relevant but also manageable, ambitious but also feasible**. The week included a set of presentations, but also practical activities and working groups to support theoretical learning as well as learning by doing.

The Bologna meeting was also an arena for the Iraqi universities to dialogue with the European colleagues, taking inspiration from their experiences, and to **dialogue with the representatives of the Iraqi Ministry**, to support a change at both institutional and national level and to drive a new Agenda for Higher Education in the country.



Innovative Governance Practices in the Higher Education Institutions in Iraq

Preparatory activities

**Suggested preparatory activities and readings
for the preparation of the training event in Bologna**

Dear partners,

in order to optimize the training period in Bologna, I would ask you if you can collect preliminary information of your institutions that may be useful to carry out the SWOT analysis and then a preliminary version of your university plan for internationalisation during your stay in Bologna.

We do not need precise and detailed figures and we do not need these information in advance, but it is important that you come to Bologna with a solid knowledge of the state of the art of your institution in relation to the main internationalisation dimensions.

So, we do not need any preliminary written data work but just that you have an idea of the following issues regarding your institution (please ignore those that are not applicable or relevant for you):

- 1) Any relevant governmental policies towards internationalisation in higher education in your country
- 2) Any relevant constraints towards internationalisation in higher education at national level
- 3) history of internationalisation efforts in your institution
- 4) key data on the following items: student enrolment, number of faculty and department, percentage of international students and staff, etc.)
- 5) data on internal budget support for internationalisation and main types of expenditures
- 6) The range of collaborative agreements with foreign partner institutions for education and research. Membership of other networks. Any concentration in specific regions/countries
- 7) number of incoming and outgoing students and main destinations
- 8) number of PhD/Master students abroad that are committed to come back to your institution at the end of the mobility
- 9) degree of participation of your institution in any international programmes
- 10) existence of a foreign language learning center and availability of staff and courses for the university population
- 11) Research collaboration: fund acquisition; research consortia; international conferences; international research standing; research-teaching links.
- 12) Specific services and infrastructure exist to support and develop international activities

In addition, please consider the following readings that can give some preliminary insights on the debate over university plan for internationalisation. I have to say that most of the literature refer to Anglo- western models of internationalisation with few spaces for other visions and approaches. We will discuss about it during the training in Bologna. For the time being, please consider the following:

1) [A Global View of Internationalisation: What Next?](#) (only preliminary chapters available for free)

An attempt to suggest differentiated local and regional responses for university internationalisation according to geographical variation in social and economic needs. Also a suggestion to associate internationalisation and SDG's policies at university level



2) [Is internationalisation creating inequality in higher education?](#)

A comparative analysis from the 5th Global Survey on Internationalization of Higher Education, conducted by the International Association of Universities (IAU)

3) [The Internationalisation of Higher Education in the Mediterranean](#)

A comparative work focusing on current and prospective trends of 10 Mediterranean countries in terms of university internationalisation, including some Middle East countries. SWOT analysis at country level is included

Some voices from the Global South

[The University of the Free State \(South Africa\) internationalisation strategic plan 2018-2022](#)

[Guidelines for Internationalisation of Higher Education in India](#)





Innovative Governance Practices in the Higher Education Institutions in Iraq

Agenda



INsPIRE

**« *INnovative governance Practices for
Higher Education Institutions in Iraq* »**

**Partners Meeting
and
Training week
“Design internationalisation plans for
universities”**

Bologna, 16 – 20 May 202

AGENDA

Venue:

Rettorato – University of Bologna, Via Zamboni, 33
Aule Belmeloro - University of Bologna, Via Beniamino Andreatta, 8



Monday, 16 May 2022

09:30 a.m. – 04:30 p.m.

Rettorato – University of Bologna, Via Zamboni, 33

09:30 – 10:00	<i>Welcome and registration of participants</i>
10:00 – 10:30	Institutional Greetings Riccardo Mussari, University of Siena University of Bologna Marcello Scalisi, UNIMED Moafaq Samir, Representative of the Ministry of Higher Education and Scientific Research in Iraq Mudhafar Al-Zuhairi, Rector of Al-Furat Al-Awsat Technical University
10:30 – 11:00	Project INsPIRE: where are we now and what is next Riccardo Mussari, University of Siena
11:00 – 11:20	WP2 Training and capacity building activities for internal staff in quality assurance and strategic planning. Paulo Resende da Silva, University of Evora
11:20 – 11:35	<i>Coffee break</i>
11:35 – 12:15	WP3 Implementation of changes and best practices through action plans Celal Nazim Irem, Istanbul Aydin University
12:15 – 13:00	WP4 Modernization of Iraqi HEIs International Relations Strategies Filippo Sartor, University of Bologna
13:00 – 14:00	<i>Lunch</i>
14:00 – 14:30	WP5 Launching of consultative centers in HEIs to coordinate University, state and not-state actor MOHESR
14:30 – 15:00	WP6 Project Quality and Evaluation Al-Furat Al-Awsat Technical University
15:00 – 15:30	WP7 Dissemination University of Baghdad
15:30 – 15:45	<i>Coffee break</i>
15:45 – 16:30	WP8 Management and wrap up of the Meeting XY, University of Siena
20.00	<i>Social dinner</i> <i>To celebrate that we can finally sit at the same table!</i>

Tuesday, 17 May 2022

09:30 a.m. – 04:30 p.m.

Aule Belmeloro - University of Bologna, Via Beniamino Andreatta, 8

09:15 – 09:30

Registration of participants

9:30 – 10:15

Introduction to the training

University of Bologna

Participant expectations and internationalisation in Iraqi HEIs

University of Mosul

10:15 – 11:00

The experience of the European Partners: good practices and lessons learnt in university planning

University of Siena

University of Evora

11:00 – 11:15

Coffee break

11:15 – 12:30

How to conduct a swot analysis for university strategic plans for internationalisation

University of Bologna

12.30 – 13:00

Questions and remarks

13.00 – 14.00

Lunch

14.00 – 15.30

Group work to identify main strengths and weaknesses for each university

15.30 – 16.30

Presentation of the results of the group work



Wednesday, 18 May 2022

09:30 a.m. – 05:30 p.m.

Aule Belmeloro - University of Bologna, Via Beniamino Andreatta, 8

09:15 – 09:30	<i>Registration of participants</i>
9:30 – 11:00	How to design a strategic plan for internationalisation starting from a SWOT analysis University of Bologna
11:00 – 11:15	<i>Coffee break</i>
11:15 – 12:45	Visits of University Museums
13.00 – 14.00	<i>Lunch</i>
14.15 – 15.30	University strategy plan for internationalisation at different levels: examples from Departments of the University of Bologna Academic staff from different Departments, University of Bologna
15.30 – 17:30	Tour of the city of Bologna



Thursday, 19 May 2022

09:30 a.m. – 04:30 p.m.

Aule Belmeloro - University of Bologna, Via Beniamino Andreatta, 8

09:15 – 09:30	<i>Registration of participants</i>
9:30 – 11:00	From strategic plan to the organization of International relation units within universities: The case of the University of Bologna
11:00 – 11:15	<i>Coffee break</i>
11:15 – 12:45	Group work: identify main dimensions of the strategic plan for internationalisation of each INSPIRE university: from overall objects to concrete actions
12.45 – 13.00	Report of the working group outcomes
13.00 – 14.00	<i>Lunch</i>
14.00 – 17.00	The impact of international projects and fundraising on university strategic plans for internationalisation How to make Erasmus plus Capacity building action a useful tool to match universities needs and priorities



Friday, 20 May 2022

09:30 a.m. – 02:00 p.m.

Aule Belmeloro - University of Bologna, Via Beniamino Andreatta, 8

<i>09:15 – 09:30</i>	<i>Registration of participants</i>
<i>9:30 – 11:15</i>	Group work: identify main dimension of the strategic plans for internationalisation of each INSPIRE university: from overall objects to concrete actions
<i>11:15 – 11:30</i>	<i>Coffee break</i>
<i>11:30 – 12.30</i>	-Report on the results of the groupwork -Open debate on how to complete the university strategic plans for internationalisation and improve university performance
<i>12:30 – 13.00</i>	Wrap up and discussion on the next steps of WP4
<i>13.00 – 14.00</i>	<i>Farewell lunch</i>

Training resources / Presentations

- [Experience of EU Partners, Evora](#) – Paulo Resende da Silva, University of Evora
- [Experience of EU Partners, Siena](#) – Paquale Ruggiero, University of Siena
- [How to conduct a SWOT analysis](#) – Filippo Sartor, University of Bologna
- [Group work – SWOT analysis](#) template
- [From SWOT to Plan](#) – Filippo Sartor, University of Bologna
- [Example of Action Plan for Internationalisation](#) – Lund University 2019-2021
- [Exercise on strategic planning](#) instructions
- [Internationalization of education](#) – Elena Pacetti, University of Bologna
- [Internationalization at DISI](#) – Luca Foschini, University of Bologna
- [Impact of international projects and fundraising on university strategic plans](#) – University of Bologna
- [Organization of services for international relations](#) – Filippo Sartor, University of Bologna
- [List of objectives usually associated to internationalisation](#)
- [Group work Strategic Plan for Internationalisation](#) form
- [Group work Internationalisation Plan](#) template

Additional resources

- [Expectations and internationalisation in Iraq](#) – Rawaa Qasha, University of Mosul
- [The Internationalisation of Higher Education in the Mediterranean – Current and Prospective Trends – report](#)

Pictures









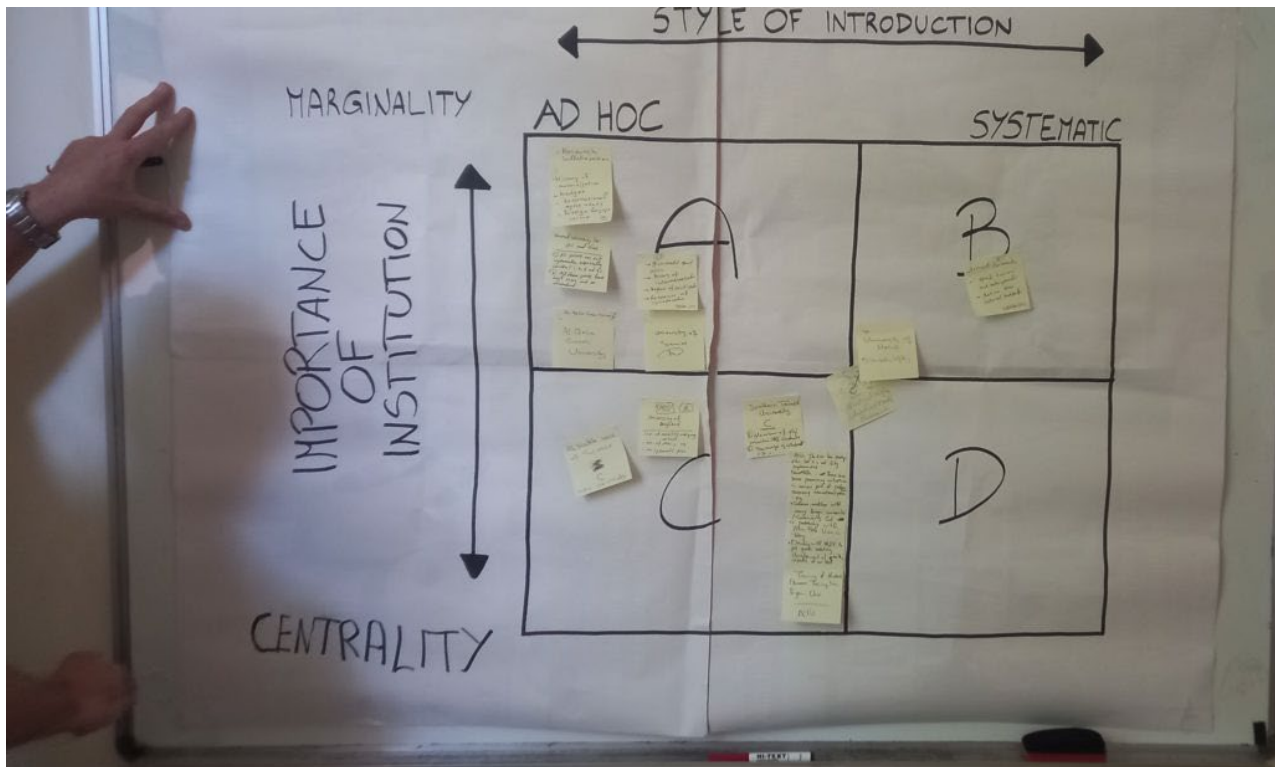














Participant List



Innovative Governance Practices
in the Higher Education Institutions

Partners Meeting and Training week “Design internationalisation plans for universities”

First Name	Family Name	Institution	e-mail address
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Logistical Information

Welcome to Bologna!

The University of Bologna welcomes you to our city! Bologna is called the Red (for the colour of its buildings), the Fat (for its good cuisine and delicious typical dishes) and the Learned (because of the long traditions of the University of Bologna). We hope you will have a good and safe trip and wish you a pleasant stay in Bologna.

Bologna in May

Springtime is the best period of the year in Bologna, the perceived temperature is usually warm, not too hot neither cold. The temperatures during your stay are expected to be between 15 and 25 degrees. It is a period of the year usually warm, but it could also rain so it is also advisable to always have an umbrella to be on the safe side.

Event Details

Partners Meeting and Training week “Design internationalisation plans for universities”, hosted by the University of Bologna from 16th to 20th of May 2022.

Pick up from Bologna Airport

At your arrival at the Bologna airport, please follow the sign for TAXI. There will be a person from UNIBO to welcome you, just look for someone carrying a “**INSPIRE/University of Bologna**” sign. Travellers will be given a CODE for the taxi drivers, so that the ride is charged directly to UNIMED.

Meeting point

Since the group is staying in two different Hotels (due to the availability of rooms), it has been agreed that the **meeting point** to reach the Training Venue will be in front of the **Hotel Internazionale**. A UNIBO student will come to pick the group at **8.30** in the morning and will escort you to the meeting location.

Meals

Lunches and coffee breaks are organized at the training venue.

Dinner on 15/05 is organized at the Hotel Internazionale at 20.00 to welcome our Iraqi colleagues.

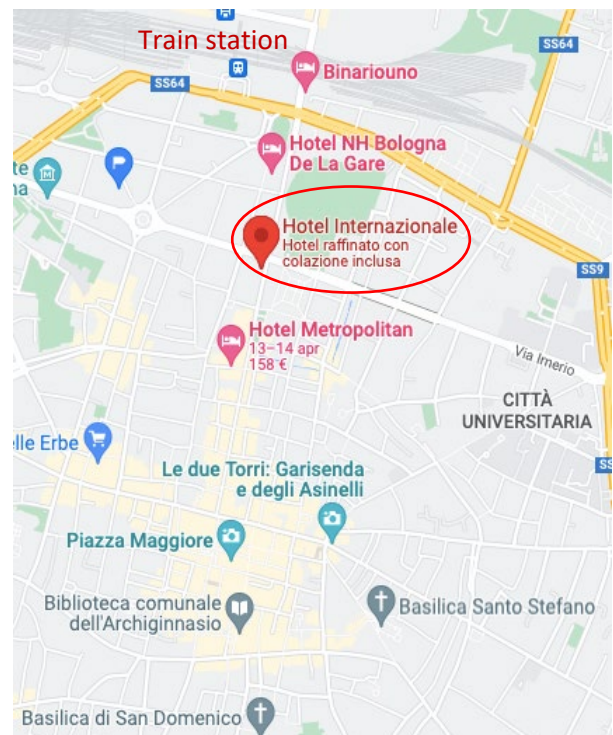
Dinner on 16/05 is organized at Pizzium (via Guglielmo Oberdan n.30) to enjoy a fun pizza night. We will walk together to the place from the Hotel, meeting time will be at 19.45 at the Hotel Lobby.

The remaining dinners are free. UNIMED will be providing all travellers with an envelope with a fixed amount to cover the costs of the free dinners. The amount is calculated taking into account the project budget at disposal.

Accommodation

All **Iraqi Partners** will stay at the **Hotel Internazionale** which is located in a central area of the city, just few steps away from the main square Piazza Maggiore and the train station. Thanks to this strategic position, you will be staying in a quiet place close to the famous *Via dell'indipendenza* (the main shopping street of Bologna) from which you can reach the main square of the city, *Piazza Maggiore*. Here, you can find just few steps away the main attractions of the city such as the famous *Towers of Bologna*, *Palazzo Re Enzo* and *Piazza Nettuno*, with the wonderful *Fountain of Neptune*. Just behind Piazza Maggiore you can find the wonderful *Piazza Santo Stefano*.

The hotel will provide for you an Italian breakfast. In the evening of Sunday May 15th, you will have dinner in the restaurant of the hotel which has already been booked.



Location: Hotel Internazionale

Via dell'indipendenza, 60

40121 Bologna BO

+39 051 245544

<https://www.hotelinternazionalebologna.com/>

Due to the unavailability of rooms, **European Partners** will stay at the **Zanhotel Tre Vecchi**.

As you can see from the map on the right, the hotel is located 2 minutes away from the Hotel Internazionale so the two accommodations are very close to each other.

The hotel will provide for you an Italian breakfast.

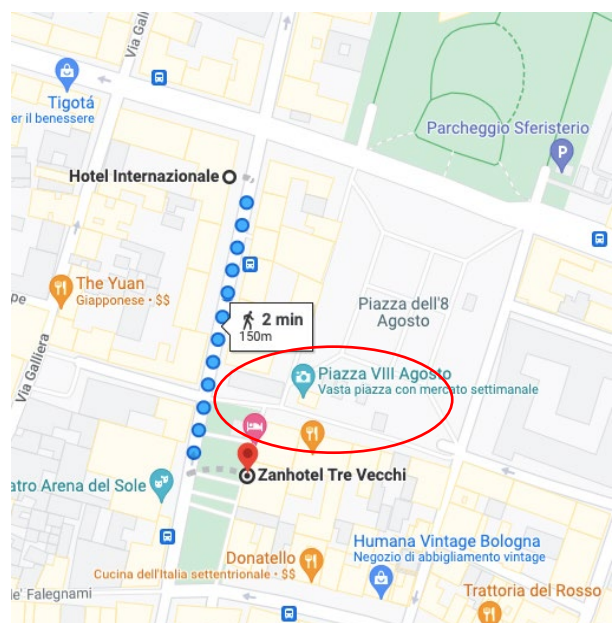
Location: Zanhotel Tre Vecchi

Via dell'indipendenza, 47

40121 Bologna BO

+39 051 231991

<https://www.zanhotel.it/hotel-tre-vecchi-bologna>



Meeting Location (16th May – first day)



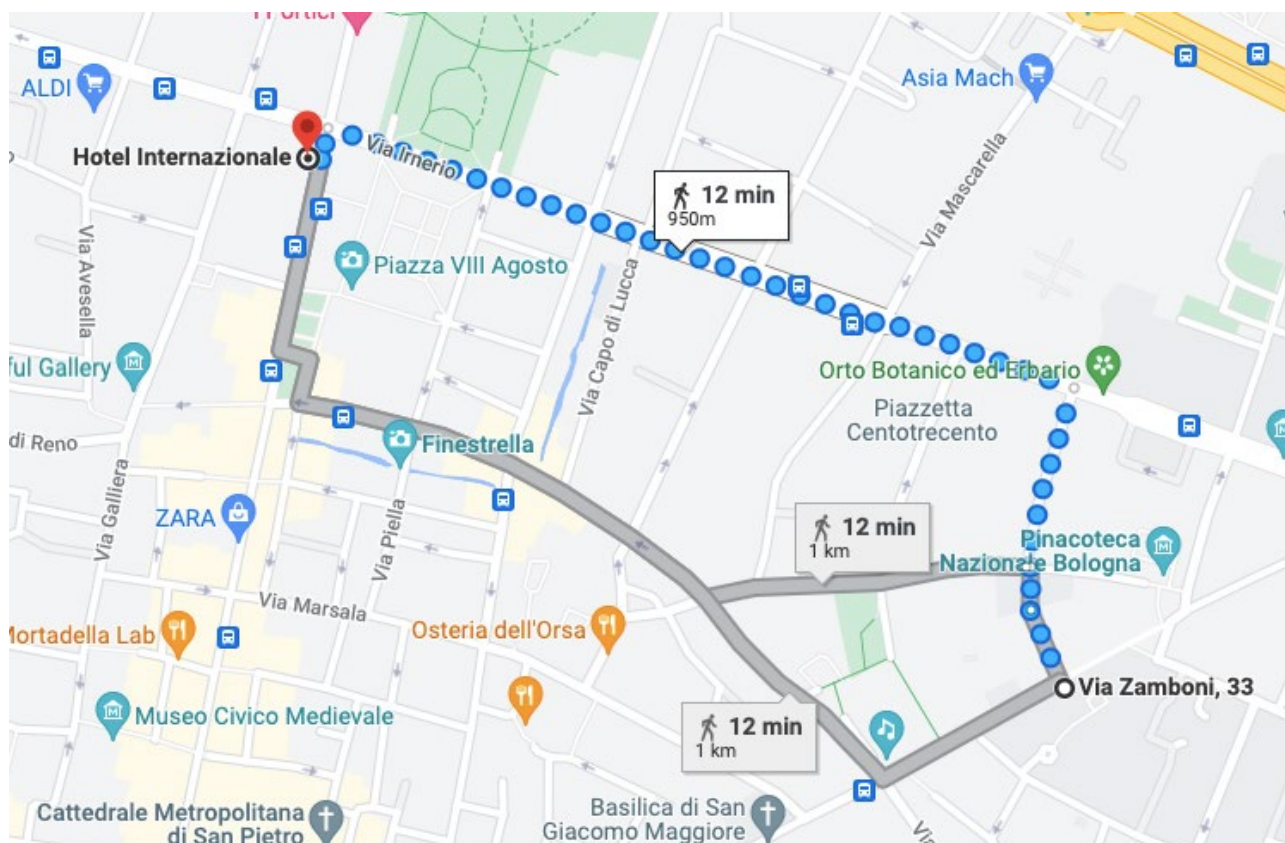
The meeting on the first day will be held at the **Rettorato of University of Bologna**.

As you can see from the map, you can easily reach the Rettorato by foot. A UNIBO student will escort you to the place, but just in case here is the route from Hotel Internazionale to the Rettorato (Via Zamboni, 33).

Once you go out from the hotel turn right on Via Imerio (you will recognise it because it is one of the main streets of Bologna). Keep walking straight for about 9 minutes and turn right when you reach Via Antonio Bertoloni.

Continue walking onto Piazza Scaravilli. It is a small square with white benches where you will also find the University of Bologna Faculty of Economics. In front of the square, you will find the Rettorato in Via Zamboni 33 (please see the picture of the entrance in the upper left-hand corner of this page).

From Hotel Internazionale to the Rettorato (Via Zamboni 33)



Training Location (17th, 18th, 19th, 20th May)



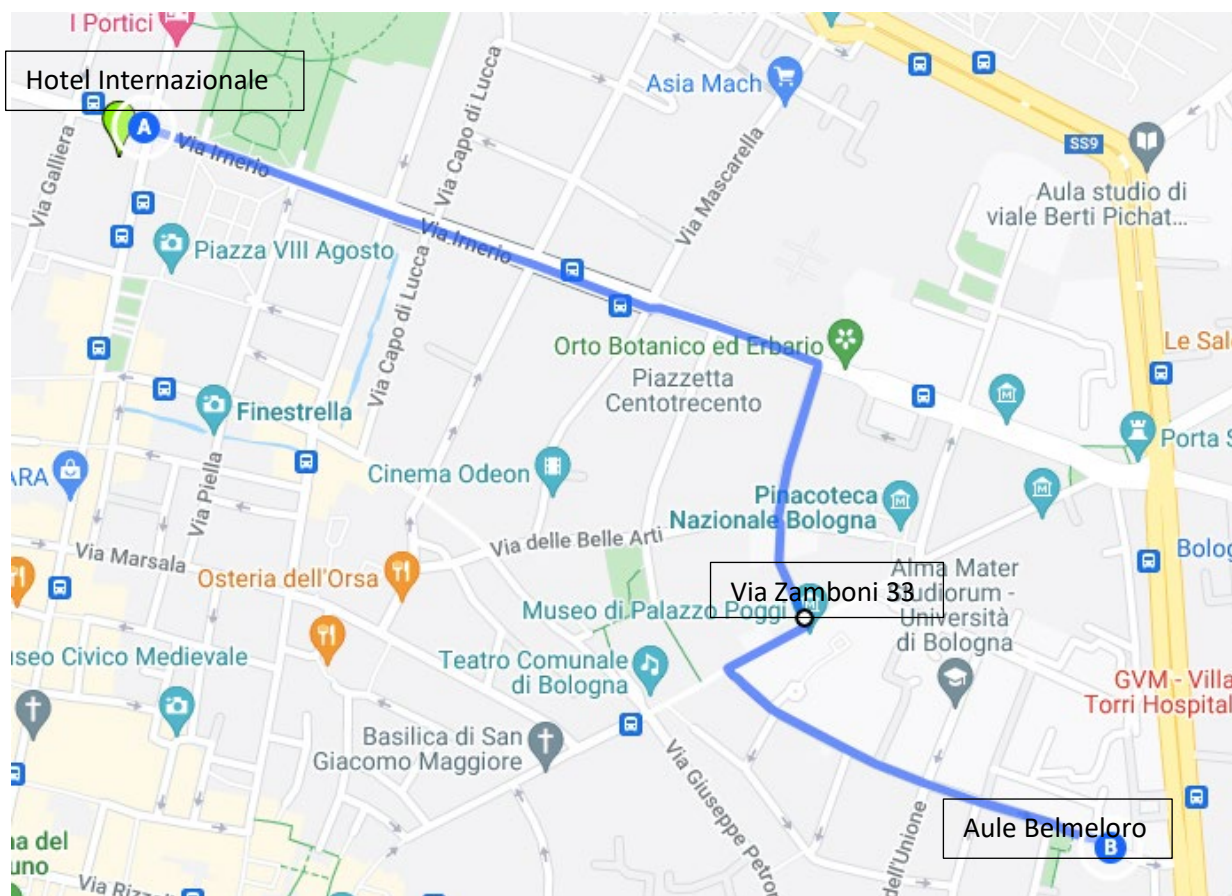
For the remaining days the training will be held in a different location at Aule Belmeloro.

As you can see from the map, you can easily reach the Aule Belmeloro by foot. A UNIBO student will escort you to the place, but just in case here is the route from Hotel Internazionale to Aule Belmeloro (Via Beniamino Andreatta, 8).

Once you go out from the hotel turn right on Via Innerio. Keep walking straight for about 9 minutes and turn right when you reach Via Antonio Bertoloni. Continue walking onto

Piazza Scaravilli. In front of Piazza Scaravilli you will see Via Zamboni. Turn right and then take the first street on your left which is called Via Largo Alfredo Trombetti. Keep going straight for about 250 meters and Aule Belmeloro will be on your left (the entrance is showed in the picture in the upper-left corner of this page).

From Hotel Internazionale to Aule Belmeloro (Via Beniamino Andreatta 8)



Reminders

Reminders

- * Keep and deliver to UNIMED the **BOARDING PASSES** of your flights.
- * You are required to sign an **Individual Travel Report (ITR)** so please make sure to have it signed with UNIMED before leaving the meeting venue. UNIMED will be also in charge of refunds, **so keep all the receipts of expenses** to be delivered to UNIMED.
- * Make sure to sign the **Attendance Sheet** every day of working in Bologna.
- * Bring with you your **Vaccination Card** in the unlikely case you will be required to show it.

Useful Contacts

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