



Innovative Governance Practices in
the Higher Education Institutions in Iraq

DOCUMENT TITLE:

D4.3 Writing / updating the university International Relation strategic plans

December 2022



European Partners:

- [Bologna University](#), Italy
- [Evora University](#), Portugal
- [Aydin Istanbul University](#), Turkey
- [UNIMED- Mediterranean Universities Union](#), Italy

Iraq Partners:

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- [University of Baghdad](#)
- [University of Basrah](#)
- [Al-Furat Al-Awsat Technical University](#)
- [Sumer University](#)
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WP4 baseline proposal

This WP aims to support the Iraqi Universities in developing or updating their international relation strategies in a way that it can reflect better modern HE Asian challenges, needs and strategies.

University of Bologna will act as WP leader in collaboration with the University of Mosul entrusted with the task of supervising all the activities related to these WP.

This WP is carried out from M16 and it is structured in the following activities:

- designing the WP on the basis of baseline study (WP1);
- train the trainers – training on International Relations Strategies at University of Bologna;
- writing/updating the university international relation strategic plan in each Iraqi Universities;
- national workshop at the Ministry of Higher Education.

It is foreseen the institutional development and adoption of international strategies and work plans at partner universities according to their institutional rules. With the support of the staff training in EU, each Iraqi partner University will define the outline of the strategic plan, making use of the best practices in strategic planning acquired during the training at University of Bologna.

Once they have agreed upon the main strategic goals and the areas of intervention, they will set up working groups that will work on expanding the general goals related to each area of intervention into more specific objectives and actions that are meant to accomplish them. At the end of the workshop the deadline for the completion of the strategic plan is set.

The final draft is approved by the university bodies, according to their internal decision process, then they send it to the Ministry of Education. The university strategic plan is presented to the whole university community and published in the university website already renewed by the project team of the project.

WP4 core activities

The core activity of WP4 was the organization of a training event held in Bologna in Mid May 2022. All Iraqi universities took part to the event with the participation of 2 or 3 representatives.

At the end of the training event, the staff of the University of Bologna started a participated activity with colleagues of Iraqi universities whose aim was to produce a draft of strategic plan for internationalization for each Iraqi institution involved in the project.

It was agreed to produce just a simplified version of the plan as all partners were fully aware that a full plan requires quite a relevant number of months and effort and the involvement of key stakeholders in each institution.

Therefore, adopting a common template, Iraqi partners were required to do the following:

- a) Identify one or two objectives that responded to the needs of their universities in terms of internationalization
- b) Associate the activities that were necessary to reach that objective
- c) Associate human and financial resources needed
- d) Associate indicators of performance and target numbers to be achieved

Of course, the exercise was just a partial version of strategic plan of internationalization but it was relevant as objectives had to be feasible and achievable in a specified period of time.

Iraqi partners started their work during June 2022 and 8 out of 10 (see table below) submitted their exercise by Mid July 2022. During that period, they had the possibility to get in touch with colleagues of University of Bologna.

After the submission, colleagues of university of Bologna reviewed the work and sent comments and suggestions to all partners by August 8th, inviting to take into consideration the remarks and produce an updated version of the plan.

This exercise was carried out in the last months of 2022. Two partners (but also the two partners who didn't submit the plan in July) provided also the final version of the plan. The other made the changes but, as they were minimal, confirmed the overall structure of the plan already submitted (see table below).

Overall speaking, the exercise was satisfactory and all plans are attached to this short report in addition also to a sample of the review process that was conducted by staff of University of Bologna.

Name of the university	Submission first version strategic plan	Submission final version strategic plan
1. University of Mosul	X	X
2. University of Baghdad		X
3. University of Basrah	X	
4. Al-Furat Al-Awsat Technical University	X	
5. Sumer University		X
6. Al-Qasim Green University	X	X
7. University of Basrah Oil and Gas	X	
8. Al Karkh University for Science	X	
9. Southern Technical University	X	
10. Wasit University	X	X

WP4 Strategic Plan template

STRATEGIC PLAN FOR INTERNATIONALISATION

Try to identify at least one overall goal and associate at least 2/3 objectives that your institution can achieve in a certain period of time. Then, identify the actions that you have to put in place to reach the objective. Finally, focus on resources, actors involved and responsibilities in carrying out the actions

Please replicate the boxes below according to your plan.

1) Goal

1.a) Objective		KPIs and target and timeframe
Description:		
Action 1.a.1	Resources needed, actors and responsibilities	timeframe
Description:		

Action 1.a.2	Resources needed, actors and responsibilities	timeframe
Description:		

Action 1.a.c	Resources needed, actors and responsibilities	timeframe
Description:		



Ministry of Higher Education and Scientific Research

University of Mosul

Mosul – Iraq

STRATEGIC PLAN FOR INTERNATIONALISATION

University of Mosul (UoM) is considered the second largest and oldest university in Iraq, and one of the most respected higher education institutions in the Middle East. It has 24 colleges (13 scientific and 11 humanities) including up to sixty thousands students (undergraduate and graduate) and more than 4,000 faculty members with six research centers, seven consultant bureaus, five teaching hospitals and clinics, six museums, as well as different technical and administrative units and directorates. Although the majority of the students are undergraduates, UoM is granting postgraduate degrees including High Diploma, Master, and PhD in different scientific and humanity fields.

UoM was occupied by ISIS from June 2014 until late 2017. About 80% of the university building, services and equipment have been destroyed. After liberation, our international partners had a great contributions on the rebuilding and rehabilitation of the university in many aspects. Therefore, one of the main goals of the university is to increase the international visibility and reputation through performing a number of crucial objectives and conducting various related actions.

1) **Goal:** Increasing international visibility and reputation for the UoM

1.a) Objective	KPIs and target and timeframe
Description: enhancing the English Language skills to establish wide broad networking with international universities and organization.	The faculty members (especially in Humanities specializations), two year. The program entails 5 courses to cover the necessary skills

Action 1.a.1	Resources needed, actors and responsibilities	Time frame
Description: - Draw up a plan to specify the required training courses, and appointing the academic and administrative staff to arrange and conduct the training	- number of classes needed to hold the training, experts in English language from the Language center, produce the work plan	August 2022, 2 months

Action 1.a.2	Resources needed, actors and responsibilities	Time frame
Description: - Draw up a schedule of the training courses and announce the courses to the faculty members to apply for the courses	English language books, the staff of English language center, produce the schedule and the participants' lists	October 2022, 1 month

Action 1.a.3	Resources needed, actors and responsibilities	Time frame
Description: - Making a communications with US or UK partners to arrange online workshops of Native English speakers	the staff of the department of Cultural Relations, produce a schedule for the online workshops	October 2022, 1 month

Action 1.a.4	Resources needed, actors and responsibilities	Time frame
Description: - Holding the training courses and the online workshops	The halls and library of the English language center, the staff of English language center and international English experts	November 2022 to January 2023, 3 months

2.a) Objective		KPIs and target and timeframe
Description: enhancing the research quality to support the community's services by establishing researchers development center of excellence in disciplines that provides number of training and workshops for the faculty members to enhance their skills in research writing and presentation		All the faculties, one year. The program includes 8 training courses and 4 workshops provided by local and international experts
Action 2.a.1	Resources needed, actors and responsibilities	timeframe
Description: - Draw up a plan to specify the place and equipments, the center services, and appointing the academic and administrative staff	- fund, vice-president office, produce the work plan	June 2022, 3 months

Action 2.a.2	Resources needed, actors and responsibilities	timeframe
Description: - training workshops for the staff members in collaboration with one of the well-known international university that is popular in the high quality publications and has a similar center	Number of staff from the colleges of Art, Education of Humanity Science, Base Education will participate in the training provided by the international university	Sept. 2022, 6 Months

Action 2.a.3	Resources needed, actors and responsibilities	timeframe
Description: - Start up the action of preparing the place and buying the equipments	Fund to buy the equipments, a team from the presidency will be in charge to buy the equipments	January 2023, 3 months

3.a) Objective	KPIs and target and timeframe
Description: Introduce the Culture of our community and city with other international communities by establishing communications and networking between students and faculty of our university's with peer faculties in the international institutions.	The humanities colleges' faculty, all students, one year. In this program, the students will be involved on a joint online session every month and a contest twice a year.

Action 3.a.1	Resources needed, actors and responsibilities	timeframe
Description: - Draw up a plan to specify the international institutions/ organizations that might be interested to involve in the activities of the cultural exchange	The team of the Cultural Relations division in the presidency, faculty members who are alumni from different international universities	July 2023, 1 month

Action 3.a.2	Resources needed, actors and responsibilities	timeframe
Description: - Establish the communications with the selected international partners, - Arrange a number of meetings with the faculty members who are interesting to participate in the program to discuss the program's subjects and material.	The team of the Cultural Relations division, , faculty members from college of Art, Archaeology, Fine Art, and Architecture Engineering	August-September 2023, 2 month

Action 3.a.3	Resources needed, actors and responsibilities	timeframe
Description: - Arrange on-line meetings between the university's faculty and the international partners to prepare a plan for the program	The team of the Cultural Relations division, faculty members from our university, international partners	October-November 2023, 2 month

Action 3.a.4	Resources needed, actors and responsibilities	timeframe
Description: - Announce the program for the students who are interesting to involve in the program with specific conditions in both sides	The team of the Cultural Relations division, the university's media team	October-December 2023, 1 month

Action 3.a.5	Resources needed, actors and responsibilities	Time frame
Description: - conducting monthly (approximately) on-line meeting for the culture exchange program	Students and faculty from both sides	January-June 2023, 6 months



STRATEGIC PLAN OF UNIVERSITY OF BASRAH FOR INTERNATIONALISATION

Goal-1: Supporting cooperation and partnership with specialized international (universities and institutes in the region and the world)

1.) Objective	KPIs and target and timeframe
<p>Description:</p> <p>Encourage the university colleges to communicate and coordinate with foreign academic institutions and stimulating twinning relations with them</p>	<ol style="list-style-type: none"> 1) Organizing a number of workshops to clarify the importance of cooperation and partnership with foreign universities (2022-2023) 2) Sending delegations from the university to foreign universities (2022-2023) 3) Inviting foreign professors to work at the university (2022-2023) 4) Organizing joint conferences and implementing scientific projects between both parties (2022-2023)

Action 1.a.1	Resources needed, actors and responsibilities	timeframe
<p>Description:</p> <p>Organize workshops and meetings to encourage academic communication</p>	Department of Cultural Relations	2023
Issuing regulations to clarify the appropriate mechanisms for academic development and coordination and the exchange of staff and students	Legal Department	2023
Supporting college to sign MOU with their counterpart colleges in other regions of the world	Chancellor's Office	2022
Enable Centres specialized in international relation to provide programs contribute to spreading the culture of the necessity of international cooperation	Department of Cultural Relations and Department of Media	2023



Facilitate and support the exchange of staff movement and students with foreign universities	Department of Cultural Relations	2023
Searching for self-financing sources to support univariates projects in international cooperation	Financial service section	2023

Goal-2: Supporting scientific research and creative scientific activity through parental exchange precursor and sustainable

2.a) Objective	KPIs and target and timeframe
<p>Description:</p> <p>Building meaningful and sustainable international partnerships that contribute to develop scientific research for staff and students and activate creative scientific research</p>	<ol style="list-style-type: none"> 1) Increasing financial allocations for scientific research (2022-2023) 2) Increasing the subjects learning for foreign languages (2022-2023) 3) Presenting scientific projects of interest for both parties (2022-2023) 4) Focus on research projects related to climate change and sustainable development (2022-2023)

Action 2.a	Resources needed, actors and responsibilities	timeframe
<p>Description:</p> <p>Establishing an active and sustainable international agreements and partnership unit that supports the research of staff members and post and undergraduate students</p>	Department of Studies and Planning	2023
Increasing the number of staff members and students participating in companies or international cooperation to enhance their scientific research activity	Colleges' Councils	2023



Working to increase the number of visiting foreign professors who participate in the activities research with our staff member	Scientific assistant office	2023
Increasing the amount allocated to finance international partnership that support research an scientific activity	Financial service section	2023
Searching for ways to increase financial grants founded by the local government or the private sector that support creative scientific research		2023

2.b) Objective	KPIs and target and timeframe
<p>Description:</p> <p>Encourages faculty members and local students to work in international academic activity from where focus or design</p>	<ol style="list-style-type: none"> 1) Spreading information of the importance of international academic cooperation among staff and students (2022-2023) 2) Increasing the number of staff and students who participate in visits to foreign universities (2022-2023) 3) Involve staff and students in course on international cooperation (2022-2023) 4) Provide a budget to cover international cooperation activities (2022-2023)

Action 2.b	Resources needed, actors and responsibilities	timeframe
<p>Description:</p> <p>Determining the number of staff members who marked their research and scientific activities as global participation</p>	Quality section	2023
Evaluate the feedback on the institutional support for international research and creative academic activity	Culture relations department	2023



Increasing the financial support allocated to support scientific research	Financial service section	2023
Activating external funding grants in direct support for international research and scientific	Chancellor's Office	2023

2.c) Objective	KPIs and target and timeframe
<p>Description:</p> <p>Supporting the research of staff or student and scientific activities that contribute to funding a university community</p>	<ol style="list-style-type: none"> 1) Choosing research topics that have practical aspects (2022-2023) 2) Providing laboratories with modern scientific equipment (2022-2023) 3) Follow up research tracks in foreign universities (2022-2023) 4) Seeking support from the public and private sectors to support scientific research at the universities (2022-2023)

Action 2.c	Resources needed, actors and responsibilities	timeframe
<p>Description:</p> <p>Serious work to increase the number and importance of university publication for direct support of external transfer efforts</p>	Culture relations department	2023
Increasing the total amount that contributes to different support for international research and academic activity that help in the internationalization of the university community	Financial service section	2023
Working to increase the number and nature of financial grants to support international research and creative academic activity that contribute to the internationalization of the university community	Financial service section	2023



Goal-3: Develop students' experiences in the field of internationalization and promote the concept of internationalization and its importance

3.a) Objective	KPIs and target and timeframe
<p>Description:</p> <p>Increasing cooperation with corresponding foreign universities in scientific abilities and developing their abilities to speak foreign language and using electronic platforms</p>	<ol style="list-style-type: none"> 1) Signing MOU for the mobility of staff and students to study abroad (2022-2023) 2) Increasing the number of foreign language training center (2022-2023) 3) Increasing the number of courses related to information systems and the use of platforms (2022-2023) 4) Allocating a special budget to cover transportation and accommodation fees for students and teachers (2022-2023)

Action 3.a	Resources needed, actors and responsibilities	timeframe
Submit an annual plan to enhance the university relationship with foreign universities	Office of Scientific Assistant	2022
Develop an integrated training in the foreign language that they need during their studies abroad	Living Languages Centre	October 2022
Encouraging foreign students studying inside Iraq in an Arabic language course	Living Languages Centre	October 2022
Preparing an electronic platform for students studying abroad to facilities then travel requirements	Information Technology Centre	August 2022
Working to provide adequate housing for foreign students	Directorate of Dormitories Department	September 2022
Providing a budget for scientific agreements and the mobility of students scholarships	Department of Missions and Cultural Relations	October 2022

STRATEGIC PLAN OF AL-FURAT AL-AWSAT TECHNICAL UNIVERSITY FOR INTERNATIONALISATION

1) Goal 1: International Research to achieve SDGs

1.a) Objective	KPIs and target and timeframe		
Description: Motivating the academic staff to work as international research teams and enhancing participation with various scientific institutions to raise the level of the university globally.	1- Adherence to the SDGs. 2- Community engagement and the SDGs. 3- Increase the publication impact. 4- Improve access to external funding sources.		
Action 1.a	Resources needed, actors and responsibilities	timeframe	
Description: Organization of research workshops with international researcher partners.	Continuing Education Center (CEC), INSPIRE unit	2022-2023	
Organization of research teams: the researchers, master, Ph.D. students from Al-Furat Al-Awsat Technical University (ATU) with international researcher partners, focused on specific research topics.	Colleges' & Institutes' Councils	2022-2023	
The attraction of renowned international researchers Implementation of an INSPIRE unit to help international grant capture and international project management.	Department of Scholarships & Cultural Relations, INSPIRE unit	2022-2023	
Search for increasing publication impact.	Department of Scientific Affairs	2023-2024	
Development of policies to attract young researchers and senior international talent.	Department of Quality Assurance and University Performance	2023-2024	
Develop a "Research Map at ATU" to facilitate the search for partnerships by international institutions.	Department of Quality Assurance and University Performance	2023-2024	
Improve the participation in international research networks.	Colleges' & Institutes' Councils	2023-2024	

2) Goal 2: Enhance our Global Reputation

2.a) Objective		KPIs and target and timeframe	
Description: Cooperation with international universities in the field of scientific research, cultural exchange and joint supervision of graduate studies.		1- Signing MOU for the mobility of scientific research. 2- creating an effective climate for international cooperation.	
Action 2.a		Resources needed, actors and responsibilities	timeframe
Description: Work to conclude cooperation agreements with international universities to exchange experiences and enhance cooperation.		Department of Scholarships & Cultural Relations, INSPIRE unit	2022-2023
Working on creating an effective climate for international cooperation with international universities and seeking to train students in other universities		Department of Scholarships & Cultural Relations, INSPIRE unit	2022-2023

2.b) Objective		KPIs and target and timeframe	
Description: Building a system of strategic relations with universities and reputable scientific institutions in a way that contributes to developing educational and research capabilities and programs.		1- Cooperation agreements with international universities. 2- Training laboratory staff in international specialized centers.	
Action 2.b		Resources needed, actors and responsibilities	timeframe
Working on holding virtual seminars with researchers from international universities to exchange experiences and develop the capabilities of university professors and students.		Continuing Education Center (CEC), INSPIRE unit	2022-2023
Training laboratory staff in international specialized centers to increase experience in operating scientific equipment efficiently.		Department of Quality Assurance and University Performance	2023-2024

2.c) Objective	KPIs and target and timeframe	
<p>Description:</p> <p>Sustainable cooperation with international universities to hold scientific seminars and conferences for the dissemination of knowledge, innovations and technology transfer.</p>	<p>1- Seek to cooperate with international organizations in the community.</p> <p>2- Communicate with global and scientific developments.</p>	
Action 2.c	Resources needed, actors and responsibilities	timeframe
<p>Description:</p> <p>Discussing the foundations of cooperation with international universities and organizations to hold conferences and seminars.</p>	Department of Scientific Affairs	2021-2022
<p>Holding the 1st International Conference to Achieve the Sustainable Development Goals, in 6-7 June 2022 Istanbul, Turkey cooperation with Altınbaş university</p>	University Council	2021-2022
<p>Seek to cooperate with international organizations in the community to gain additional supporters for the university's scientific and research activities.</p>	Department of Scientific Affairs, INsPIRE unit	2022-2023
<p>Adopting qualitative qualification programs that keep pace with the rapid scientific development of university members.</p>	Department of Quality Assurance and University Performance	2023-2024
<p>Communicate with global and scientific developments to obtain all that is new regarding technical education.</p>	Department of Scholarships & Cultural Relations, INsPIRE unit	2023-2024
<p>Urging researchers to communicate and learn with global experiences in the field of technical education and to transfer these experiences to reality at the university.</p>	Colleges' & Institutes' Councils	2023-2024

3) Goal 3: : Global Talent

3.a) Objective	KPIs and target and timeframe	
Description: attract a diversity of highly qualified international students to our bachelor, Master, and Doctoral programs	1- Internationalization of the curriculum (IoC). 2- The attraction of international students. 3- Fostering Global Mobility. 4- Train students with skills to act on global challenges. 5- Mentoring MSc and PhD students for the new knowledge society	
Action 3.a	Resources needed, actors and responsibilities	timeframe
Description: Study the curricular international structure and teaching methodologies	Department of Studies and Planning, Colleges' & Institutes' Councils	2022-2023
Increase the offering of courses fully or partially taught in English	Continuing Education Center (CEC), INSPiRE unit	2022-2023
Implementation of a training program consisting of EMI (English as a Medium of Instruction), ECTS (European Credit Transfer System), an active teaching and learning methodologies, for the efficient offering of courses in English	Continuing Education Center (CEC), Department of Studies and Planning, INSPiRE unit	2022-2023
Applying the Bologna process in the truism departments working on project of TVET 2	Department of Studies and Planning, Department of Quality Assurance and University Performance INSPiRE unit	2022-2023
Bring visiting faculty and experienced researchers to short courses and short-term research activities	Department of Scholarships & Cultural Relations	2022-2023
Disseminate internationally the possibility of interaction with the community projects	Department of Scientific Affairs, INSPiRE unit	2022-2023
Provide wide opportunities for faculty, staff, and students to enhance their international and cross-cultural experience	Department of Scientific Affairs, Department of Scholarships & Cultural Relations, INSPiRE unit	2023-2024
Implement a built-in mobility window in all undergraduate programs facilitating study abroad without delaying graduation	Department of Scholarships & Cultural Relations, INSPiRE unit	2023-2024
Have meeting places for students to discuss international issues	INSPiRE unit	2023-2024
Implement a program to offer regular opportunities for internships in clinics and research laboratories of the university	Continuing Education Center (CEC), Department of Quality Assurance and University Performance INSPiRE unit	2023-2024
Facilitate the joint participation of undergraduate and graduate students in international activities	Department of Scholarships & Cultural Relations, INSPiRE unit	2023-2024



University of Sumer

The Strategy Plan of Internationalisation

Submitted by Dr. Hussein Fadhel AL. Rubaay

Director of Department of Quality Assurance and University Performance

Executive summary

“The business of universities is ideas: the creation of ideas through research and the dissemination of ideas through education and application. Increasingly, the business of universities is as much across as it is within borders, and not just in the free flow of ideas but in the global flow of students and scholars who generate them.

...Comprehensive internationalization is a commitment, confirmed through action, to infuse international and comparative perspectives throughout the teaching, research and service missions of higher education. It shapes institutional ethos and values and touches the entire higher education enterprise. It is essential that it be embraced by institutional leadership, governance, students and all academic service and support units. It is an institutional imperative, not just a desirable possibility ” (Hudzik, 2011).

Internationalization is higher education’s engagement reality. With that Sumer University’s ambitious targets to grow percent of student enrollment over the next years, will require the university to compete in new markets and respond to increasing student diversity. International programs should not be constrained by the academic calendar. International experiences provide an opportunity for Sumer University to create programs that can cross perceived



time restrictions. Staff are an underutilized resource to support Sumer University's international goals. Staff can, should and want to be valued resources in Sumer University's internationalization efforts. Our own community presents unique opportunities for connections. Our country is very diverse, and our international programs help Sumer university be an anchor institution. We can foster innovation, contribute to community development and prepare the graduates and future workforce to engage with the world.

Vision

University of Sumer is willing to become one of the leading universities in Iraq as well as an internationally well-established higher education institution sustaining a comprehensive network of international partners, in turn enabling the university to conduct a substantial number of international collaborative projects in the area of education and research. This will enable University of Sumer to provide high-quality education and training for its students and staff according to contemporary international standards, thereby not only ensuring that its graduates have the knowledge and skills necessary to excel in their field of work, but are prepared for working and conducting research in an international and intercultural environment, rendering them competitive in an increasingly international environment. University of Sumer is also committed to contributing to the public good by engaging society and using its knowledge and international expertise gained to help society in finding solutions for their most pressing needs.



Mission

University of Sumer is a public university committed to the following principles:

- Internationalization
- Student and triner -Centred Learning
- Staff and Faculty Professional Development
- Meaningful Use of Technology
- Outreach and Engagement

The faculty and staff strive daily to ensure that students are motivated and prepared for a place in the society and at the workplace. Academic excellence in teaching, research and service prepares our future alumni to impact society as well as the regional and global stage.

The University provides higher education curriculum for both scientific and professional interests. Students should be the center of the learning process in an academic environment, which can be achieved by doing academic research, developing the educational and learning process, providing a productive environment and skillful lectures who are willing to keep up with the modern methods of teaching. It is preparing students to be responsible citizens and effective individuals in their career to serve the country.

Goals of Internationalisation

Improving the Quality of Education

It is vital that the University of Sumer strengthens the quality of education for its students in order to provide the best education possible as well as to



increase our graduates' competitiveness both on the national, regional and international level.

In turn, this requires from us to engage in fundamental change transforming and internationalising our institution by adopting international standards and best practices rendering the university able to compete with universities and research institutes at a national level and on regionally as well as globally.

University of Sumer will use its internationalisation efforts strategically to support these activities by bringing in international experts for trainings at home and also sending staff on trainings abroad.

English is a core competence if the University of Sumer wants to internationalise. We are therefore requiring our faculty, staff and students to take English language courses to improve their level of proficiency and subsequently the quality of their instruction.

students can practice their English, increase their conversational skills and improve their overall language competency.

As a result, we expect our faculty staff and students to be better prepared for the jobs that they will better prepared for their present and future jobs. Our students will not be 100% reliant on the faculty for all of their learning but will learn to access new information from libraries, specialists and online, home and abroad, all of them also using sources in English. Students will be able to take advantage of semester and annual study abroad programs due to the compatibility of our semesters. The quality of English will be increased



and provide more opportunities for our faculty and staff to participate in conferences, workshops and research.

The results will be measured as following:

Activity: Conducting trainings for faculty and staff member by international experts on student-centred learning and modern teaching methods

✓ **Indicators:**

- 1) Number of trainings by international experts organized.
- 2) percent of staff trained by international experts;
- 3) knowledge and competences of staff in implementing student-centered learning enhanced measured by self-evaluation questionnaire;

✓ **Benchmarks:**

- 1) three trainings each year, that is 9 trainings until 2025.
- 2) to have 50% of teaching staff trained by international experts until 2025.
- 3) at least 50% of staff trained think they have gained the competences and knowledge necessary.

Activity: Increasing outgoing academic mobility for students and staff

□ **Indicators:**

- 1) proportion of students and staff who have been on a mobility programme.

□ **Benchmarks:**



1a) 5% of undergraduate students going on some form of mobility during their university life

1b) 20 % of the teachers take training abroad by 2025.

Improving the Quality of Research, it is important for the university to create a balance between teaching and research, given that they both feed into one another. We cannot only focus on the teaching side of the spectrum, but we also need to improve the quality of research especially through internationalisation. This will enable us to make joint research collaborations with well-established universities from abroad. Research also brings in income, which in turn can help further develop the university.

We plan to invigorate the Research Centre at the university by creating meaningful links with international research institutes; by offering research development skills courses at home by international experts and abroad and by providing financial and educational incentives to researchers with joint international projects.

This will enable long-term projects with international funding sponsors and private companies who would invest in respective areas of university research.

Activity: Offering research development skills courses by international experts at home as well as abroad

□ **Indicators:**

1) Number of training courses by international experts organized at home per year.

2) percent of researchers provided with training course at home



3) percent of researchers participating in a training course abroad;

✓ **Benchmarks:**

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.

Activity: Increasing international publications of faculty, providing financial incentives as well as release time for future research

✓ **Indicators:**

1) number of publications per staff member with an international partner;

2) increase in funding for publications p.a.;

3) percent of staff who received release time for international research;

4) developing and implementing a financial incentive programme for researchers;

✓ **Benchmarks:**

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) 20% of staff shall receive release time for international research over next 5 years;

4) financial incentive programme developed and implemented by 2023.

Activity: Support the acquisition of funds from international agencies or from national and international companies for joint international research projects

□ Indicators:

1) the amount of funding for research projects will be increased

□ Benchmarks:

1a) every department will submit 2-3 proposals for funding international research projects per year;

1b) funding shall rise by 20% annually.

The university plans to achieve a status where its students can go abroad with the confidence that they can follow their study without having to worry about their background education.

This can be achieved by promoting student-exchange programs, which enable them to be prepared for life and work in an intercultural world. It is also important to introduce subjects like cross-cultural communication, sociology and anthropology in the university core curriculum. This will better prepare our students for life and work in a multi-cultural, multi-religious and multi-ethnic world. To this end, the university will establish collaboration with foreign, especially European, universities that will provide mobility



opportunities for our students. Students will be encouraged to volunteer for service activities within their community as well as abroad.

The impact would be that graduates can go abroad to further study, but more importantly to look for a job.

Activity: Support participation in international study and exchange programs.

□ **Indicator:**

- 1) number of cooperation agreements with European universities for student mobility opportunities;
- 2) percentage of students participating in volunteer opportunities abroad;
- 3) % of students participating in internationalisation information activities.
- 4) increase in number of international students.

□ **Benchmarks:**

- 1) 2-5 Memorandum of Understanding in the next 3 years;
- 2) at least 10 students going on a mobility programme abroad each year, with 10 more on local mobilities;
- 3) at least 10% of our students will participate in a service opportunity outside of their home community;
- 4) at least 10% of our students will participate in internationalisation information activities (club etc.);
- 5) 3% increase in int. students annually;



- 6) each student shall have participated in at least one of those internationalisation activities at home.

Increase the Global Visibility of the University Working on the reputation and visibility of the university is essential to establish international collaboration in the fields of education and research such as joint-degree programmes, as well as joint research with other universities; it further enables the university to reach out to fundraising agents and sponsors who currently are not aware of the existence of the university in this corner of the world.

Increasing the university's visibility can be achieved through marketing, whereby we aim to publicise the university and make it more visible from the outside; registration with databases and organisations, which make us seen by other universities and institutes; improving the university website in a way that all important activities are seen beyond the university campus in Iraqi and English; signing, but also activating new Memorandum of Understanding applying for collaborative grants and contracts;

participating in international collaborations such as TIGRIS and offering as much input as possible; participating in international higher education conferences and events.

This shall increase grant proposal submissions and awards with collaborating institutions and researchers, but shall also increase the number of likes and hits for our webpages and social meetings accounts (Facebook and Twitter).

Activity: Focusing on Memorandum of Understanding and grant applications



□ **Indicators:**

- 1) increase the number of Memorandum of Understanding with universities that share priorities with us;
- 2) number of grants submitted
- 3) increased web presence measured through Google Analytics to monitor;

□ **Benchmarks:**

- 1) increase in Memorandum of Understanding by 3-5% each year
- 2) to submit 5-10 grants per year;
- 3) increase of visits to our website to double each year.

Support the Community Engagement

The university is part of the society, and thus it is important that it provides services to the community;

an active engagement of the university in societal affairs will prove beneficial for both sides. The university plans to do a need assessment of the community and provide the tools needed to accomplish these. The university will provide training seminars, symposia and campus visits for different focus groups of the community (medical, political, educational, and social).

Among these general social engagement activities, the university will pay special attention to the potential of internationalisation to help society.

In this sense, the university will host specialized training in the English language for those that need it, to promote social awareness about topics that



are relevant like environmental awareness, gender-based violence and inequality, to offer language and computer training for the workplace, sensitivity training to police and military. Where useful, we will invite international experts to come to the university and train locals.

Accordingly, we expect better relations with the community, which sees the university as a positive force of change. People will come to the university with their requests and needs. We will have more society related conferences that employ the best practices from academic research and practical application.

Activity: University's civic engagement

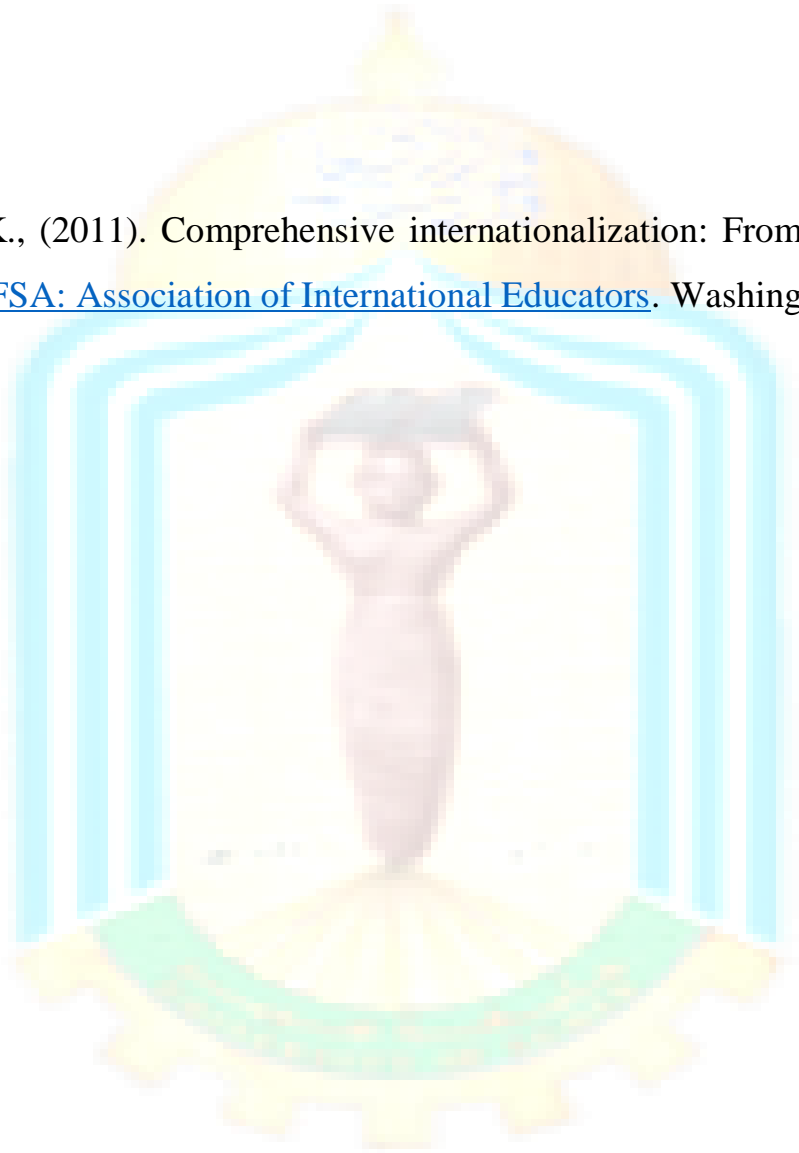
- ☐ Indicators: Increase in number of community members participating in training seminars, symposia and campus visits;
- ☐ Benchmarks: the goal is a 10% increase of community members participating in such outreach activities.
- ☐ Indicator: surveys will be given to community leaders before and after the year to gauge their views of the university's civil engagement;
- ☐ Benchmark: The goal is for this to increase each year, branching out to other cities to be 30-50% satisfaction on a 1-10 base scale.
- ☐ Indicator: students and staff (international and local) will take surveys to test their satisfaction before and after a volunteer opportunity;
- ☐ Benchmark: desired score of 50-60% on a 1-10 base scale.



Finally, the internationalisation strategy should be linked to the university development plan, for part of the university development can be geared towards internationalisation. The university will develop its strategic plan in a way that boosts internationalisation.

References:

Hudzik, J.K., (2011). Comprehensive internationalization: From concept to action. [NAFSA: Association of International Educators](#). Washington. D.C.





AL-Qasim Green University

STRATEGIC PLAN FOR INTERNATIONALISATION



1) Goal Increasing the international students body at QGU.

1.a) Objective	KPIs and target and timeframe	
Increasing and diversifying the international undergraduate student body at QGU	<ul style="list-style-type: none"> - The number of English courses (5 courses is the target in this stage) - The of offering packages to have an international experience (4 courses is the target in this stage) - The number of joining national and international unions of universities (4 per academic year is the target). 	
Action 1.a.1	Resources needed, actors and response abilities	timeframe
Give Learning English courses (basic, and intermediate) to both coming and outgoing studies and staff to improve their language by at least 5 courses per academic year	Resources: Different Learning English courses, Its, computers, academic staff Actors and response abilities: Learning continuing center	July 2023
Action 1.a.2	Resources needed, actors and responsibilities	timeframe
Offering four packages to undergraduate and postgraduate students in Veterinary Medicine to have an international experience (10 students)	Resources: offering packages and trainers Actors and responsibilities: Division of international relationships and intercultural (DIRI), Faculties and Division of higher studies	July 2023
Action 1.a.c	Resources needed, actors and responsibilities	timeframe
Increasing and/or joining selective national and international unions of universities to share international experience programs at least 4 per The academic year with European universities like Bologona, Evora, and Siena.	Resources: obtaining a number of joining selective national and international unions of universities to provide the students in different levels Actors and responsibilities: Division of international relationships and intercultural	July 2023



Strategic Plan of Basrah University for Oil and Gas

Dr. Raad Z. Homod

Dr. Emad H. Al-Khersan

July 2022

1. Introduction

The vision of the European Commission in choosing Iraq to be one of the countries in the Middle East to benefit from European Commission grants relied on the information collected from the Iraqi Ministry and universities in the preparatory phase for writing the project, which aims to help Iraq achieve the independence of universities while ensuring the implementation of the principles of good governance and management in it. It will be accomplished through a plan of action distributed over 8 stages over a period of 3 years, which is in line with the Iraqi Government Program to rehabilitate Iraqi Higher Education, which suffers from weak infrastructure for education systems and which also needs to develop human resource capabilities with regard to planning and management to formulate a system that simulates Similar systems in the European Union Countries by supporting the Iraqi National Development Plan and allowing cultural exchange between Iraq and all countries of the world to reach the strongest possible momentum, through which students, professors and researchers in the field of Iraqi Higher Education can communicate with their peers in the program countries (European Countries) according to Unified contexts, systems, procedures and instructions.

2. Objectives of the Plan

Providing support through the participation of European Institutions to rebuild, modernize and internationalize the administrative system in higher education institutions in Iraq, with a special focus on planning, governance, programming and global harmonization systems.

3. Obstacles to the Internationalization

The Basrah University for Oil and Gas is considered one of the only public universities specializing in the field of oil and gas that has been established in recent times. The period of its establishment was contemporaneous with the entry of ISIS into Iraq, which was reflected in a very severe shortage of infrastructure, laboratories and the development of academic staff involved in teaching undergraduate students. Therefore, this contributes to obstacles to achieving the university's elevation to internationalization. But we will try hard to humiliate these difficulties to achieve internationalization reach.

4. Goals and Actions

There are some goals that are meant to be essential for internationalization, such as:

5. Development of Scientific Research Activity

5.1. Goal

Increasing the number of contributions in publishing scientific research articles in reputable journals with a high-impact factor.

5.2. Action

The bold idea of developing scientific research activity is increasing budget allocation for research financing, furthermore, should answer the questions:

- How do you evaluate the current situation on of university students' interest in developing research activities in the study process?
- Do you think that the Basrah University for Oil and Gas have favorable conditions for students to develop scientific research activities?
- Are students interested in scientific research activities? (in addition, a closed-ended sub-question was added using the scale: interested very much, interested, slightly interested, not interested)
- Do you think that the current study process is favorable in orientating students to scientist, (researchers') careers? (in addition, a closed-ended sub-question was added using the scale: very favorable, favorable, slightly favorable, not favorable)
- What factors, in your opinion, hinder educating students' interest in scientific research activity?
- What factors, in your opinion, promote students' interest in scientific research activity?
- How would you evaluate lecturers' competence in forming and developing students' scientific research abilities in the study process? in addition a closed-ended sub-question was added using the scale: significant, only average, poor)
- What would you recommend to change (organize) in the study process seeking to strengthen students' interest in scientific research activity?

5.3. Assessments

We use key performance indicators to evaluate success in reaching targets. This by focusing on the overall performance of the decision and action. Thus, taking data from the university publication is processed by applying mathematical statistics (ranks were given). Seeking deeper analysis of the data, statistic rank scale rates are transferred into the ratio scale and the index of SI value.

6. International Students

6.1. Goal

Increasing the number of international students from various countries around the world who choose to pursue higher education at Basrah University for Oil and Gas. Overseas students foster a diverse campus environment enriched with multiple cultural perspectives, are key drivers for future enrollments and you can boast of having the brightest and the best students from across the globe.

6.2. Action

These are some steps to increase the number of international students, and should ask how to:

- Make relevant information visible and accessible.
- Offer scholarships and career placements.
- Develop Unique Selling Proposition (USPs) for your institution.
- Deliver quality education.
- Reaching out to international education agents & agencies.
- Deliver quality education.
- Campus Housing and jobs.

6.3. Assessments

We use key performance indicators to evaluate success in reaching targets. This is by focusing on the overall performance of the decision and action. Thus, taking data from the number of international students is processed by applying mathematical statistics (ranks were given). Seeking deeper analysis of the overseas students.

7. Supports International Cooperation

7.1. Goal

Basrah University for Oil and Gas needs to make joint international cooperation agreements and service contracts with many of the world's top universities and educational institutions.

7.2. Action

To achieve a significant number of formal international cooperation agreements with renowned universities in several countries, it has a particular focus on interdisciplinary studies and internationalization. Thus, by holding workshops and meetings to encourage academic communication to stimulate twinning relations and MOU. The following steps are keys to leading a professional to perform the international collaboration:

- Understand our university's policies and its partner's objectives.
- Consider both benefits and costs or obligations for the University.
- Recognize the influence of differences in academic culture and practice.
- Set mutually agreed-upon metrics for determining the success of a collaboration.

7.3. Assessments

We use key performance indicators to evaluate success in reaching targets. This done by focusing on the overall performance of the decision and action. Thus, taking data from the number of international cooperation is processed by applying mathematical statistics. Seeking deeper analysis of the overseas international cooperation.

STRATEGIC PLAN FOR INTERNATIONALISATION

AlKarkh University of Science

- 1) **Goal#1** : Expanding the relations and cooperation with international universities and research centers

1.a) Objective		KPIs and target and timeframe
Description: 1-search the institutes that relate with our university		
Action 1.a.1	Resources needed, actors and responsibilities	timeframe
Description: Create database .	ITC Dept. staff	3 months

Action 1.a.2	Resources needed, actors and responsibilities	timeframe
Description: Opening channel to communicate with other institutes	International Relations Dept.	1 year

1.b) Objective		KPIs and target and timeframe
Description: Prepare the infrastructures		
Action 1.b.1	Resources needed, actors and responsibilities	timeframe
Description: F2ind the financial support	International Relations Dept	3 months

Action 1.b.2	Resources needed, actors and responsibilities	timeframe
Description: Improve capacity building of human resources.	International Relations Dept.	3 months

2)Goal#2 : Create international and regional student exchange programs

2.a) Objective		KPIs and target and timeframe
Description: Setting the rules and instructions to select the right students.		
Action 2.a.1	Resources needed, actors and responsibilities	timeframe
Description: Create an evaluation committee according to the rules and instructions.	International Relations Dept.	6 months

2.b) Objective		KPIs and target and timeframe
Description: Developing the skills of the academics.		
Action 2.b.1	Resources needed, actors and responsibilities	timeframe
Description: Select the right training courses	Continues education center	3 months

STRATEGIC PLAN of SUTHERN TECHNICAL UNIVERSITY FOR INTERNATIONALISATION

1) Goal

Develop the student's international competence in order to prepare them for life and work in an intercultural and globalizing world.

1.a) Objective	KPIs and target and timeframe	
Description: Enhancing internationalization of curriculum	Number of relevant international courses were virtually implemented - Target: students & academic staff	
Action 1.a.1	Resources needed, actors and responsibilities	timeframe
Description: Training courses for designing international curriculum	Continuing Education Center	2023
Develop the curriculum of polymer in terms of internationalization	Competitive fund project (Founded by the world bank) Responsibilities: Scientific Affairs dept.	2024

Action 1.a.2	Resources needed, actors and responsibilities	timeframe
Description: Planning, reviewing, and developing curricula for IT department in terms of Bologna process project	Responsibilities: Management Technical College	2023

Action 3.a.3	Resources needed, actors and responsibilities	timeframe
Description: -Support the local students to undertake international activities such as exchange, study tour, fellowship, and other programs. - Training course to improve the staff and students' English proficiency	Responsibilities: Scholarships & Cultural Relations Dept. Continuing Education Center	2023 2023

2) Goal

Enhance The university reputation

1.a) Objective	KPIs and target and timeframe	
Description: Develop the University Accreditation	Raising the university world ranking in green metrics ranking	
Action 2.a.1	Resources needed, actors and responsibilities	timeframe
Description: Improve the project of solar energy in terms of clean environment	Responsibilities: Engineering Technical College	2024

Action 2.a.2	Resources needed, actors and responsibilities	timeframe
Description: Sustainable development programs: Organize workshops to increase the students' awareness about drug, smoking risks, Professional ethic, and university behaviors.	Rehabilitation & Employment unit	2023

Action 1.a.3	Resources needed, actors and responsibilities	timeframe
Description: Establish a recycling waste project	Engineering Technical College	2025

3) Goal

Build the communicating bridges between the university and the international universities

3.a) Objective	KPIs and target and timeframe	
Description: -Increase international co-operation agreements and scientific activities.	- Send a delegation to the foreign university (2023) - A workshop implemented to clarify how the agreement can be visible and promoted	
Action 3.a.1	Resources needed, actors and responsibilities	timeframe
Description: -Signing MOU with universities in the region and the world. -Ph.D. and Master students mobility. - Students training exchange.	Presidency of the university "Scholarships and cultural Relations Dept.	2023

Action 3.a.2	Resources needed, actors and responsibilities	timeframe
Description: -Increase the mutual research mobility within the framework of the MOU -Organizing workshops to clarify the procedures of publishing in Scopus and Clarivate journals and group work researches.	Scientific affairs dept. "Scientific researches unit"	2023

Action 2.a.3	Resources needed, actors and responsibilities	timeframe
<p>Description:</p> <p>Organize an international conference with the partnerships' cooperation.</p>	<p>University presidency</p>	<p>2022</p>



STRATEGIC PLAN FOR INTERNATIONALISATION

1) Goal: Research internationalisation

1.a) Objective		KPIs and target and timeframe	
Research governance			
Action 1.a.1	Resources needed, actors and responsibilities	timeframe	
<p>The university research policy and commitment have to be clearly shown and published online to be accessible to everyone.</p> <p>Steps:</p> <ol style="list-style-type: none">1. Create research management office.2. Prepare all the documents needed. This includes publish the university research management vision, objectives, standards, policies, and procedures online (on the university website) and make it accessible for everyone.3. Create the multidiscipline research groups.4. Set online system for research projects submission.5. Launch Wasit University research development program.6. Launch a series of seminars and workshops for the registered research groups about research ethics and integrity.7. Start receiving research projects from the registered research groups.	<p>Responsibilities:</p> <p>Research governance office</p> <p>Resources:</p> <p>Human resources:</p> <p>Research governance unit staff</p> <p>Financial resources:</p> <p>None</p>	At the end of 2022	

1.b) Objective		KPIs and target and timeframe	
Research collaboration			
Action 1.b.1	Resources needed, actors and responsibilities	timeframe	

<p>Start working with international gas and oil companies in our area to find out the research and education needs.</p> <p>All the suggested education needs will be discussed in the university to find a way to meet them.</p> <p>The research needs will be dealt with at Wasit university according to the available abilities and start collaborations with some international universities with high profiles to get them involved in these research needs.</p>	<p>Responsibilities:</p> <p>Faculties</p> <p>Resources:</p> <p>Human resources:</p> <p>Faculties' teaching, technical and research staff</p> <p>Financial resources:</p> <p>Improve the scientific laboratories across the university to meet the oil and gas companies' needs</p>	<p>At the end of 2022</p>
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1.c) Objective		KPIs and target and timeframe
Increase the research capacity for students and junior researchers		
Action 1.c.1	Resources needed, actors and responsibilities	timeframe
Invite Iraqi expats professors to deliver specific lectures, training courses or even whole academic courses in some particular scientific areas for under- and post- graduate students via online platforms.	<p>Responsibilities:</p> <p>scholarships and relations department</p> <p>Faculties</p> <p>Resources:</p> <p>Financial resources:</p> <p>the cost of online courses, training courses, and lecture is affordable</p>	During the academic year

2) Goal: Teaching activities internationalisation

2.a) Objective		KPIs and target and timeframe
Co-curriculum with international universities		
Action 2.a.1	Resources needed, actors and responsibilities	timeframe
1. Initiate studying programs in the English language.	Responsibilities:	In the coming academic year

<p>2. Working with international gas and oil companies in our area to find out the education needs. All the suggested education needs will be discussed in the university to find a way to meet them.</p> <p>3. Select some vibrant topics that meet the real needs (based on paragraph 2) in the area and try to design or improve the curriculum via cooperating with international universities</p>	<p>Scientific departments, vice chancellor for scientific affairs, Scholarships and relations department</p> <p>Resources:</p> <p>Human resource:</p> <p>Academic staff who have good English language skills</p> <p>Financial resource:</p> <p>None</p>	
Action 2.a.2	Resources needed, actors and responsibilities	timeframe
<p>Active partnership with international universities</p> <p>The partnership might be in faculty exchange programs or in students' mobility</p>	<p>Responsibilities:</p> <p>Scientific departments, vice chancellor for scientific affairs, Scholarships and relations department</p> <p>Resources:</p> <p>Human resource:</p> <p>Academic staff who have good English language skills</p> <p>Financial resource:</p> <p>None</p>	In the coming academic year

3) Goal: Increase visibility

3.a) Objective		KPIs and target and timeframe
Visibility via international events		
Action 3.a.1	Resources needed, actors and responsibilities	timeframe
Holding international conferences, workshops, and events in cooperation with international organizations and universities	<p>Responsibilities:</p> <p>Faculties, Dean's deputies for scientific affairs.</p> <p>Resources:</p>	At least one conference each six months

	Human resources: Faculties' staff Financial resources: Self-funded conferences and national activities	
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3.b) Objective		KPIs and target and timeframe
Visibility via existence online		
Action 3.b.1	Resources needed, actors and responsibilities	timeframe
<p>The digitalisation of teaching activities via encouraging the professors and other academic staff to publish a record of their lectures on the formal platforms and channels of the university.</p> <p>Steps:</p> <p>1-Create a YouTube channel for each scientific department in the university.</p> <p>2-Open an online class for each course using the university's formal platform (Google classroom)</p> <p>3-Encourage (via any means) the academic staff to activate their existence online by publishing their lecture notes and video online.</p> <p>4-Upload the postgraduate dissertations and theses to the university website and make them available to everyone.</p>	<p>Responsibilities:</p> <p>Faculties, academic staff, and scholarships and relations department</p> <p>Resources:</p> <p>Human resources: Faculties' academic staff</p> <p>Financial resources: None</p>	Continuously updated

4) Goal: Push toward global languages

4.a) Objective		KPIs and target and timeframe
English language centre		
Action 4.a.1	Resources needed, actors and responsibilities	timeframe
<p>Initiate English language centre serves in:</p> <ul style="list-style-type: none"> • Proofreading for international publications • Academic language courses 	<p>Responsibilities:</p> <p>Scholarships and relations department and English</p>	At the end of 2022

<ul style="list-style-type: none"> • General English courses • Translation services 	<p>language departments in the university</p> <p>Resources:</p> <p>Human resources: Faculties' academic staff</p> <p>Financial resources:</p> <p>None</p>	
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