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March 2018

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**STRATEGIC PROGRAM FOR INTERNATIONALIZATION OF
YEREVAN GLADZOR UNIVERSITY**

(YGU Internationalization Strategic Program – YGU ISP)

Within the framework of the ongoing internationalization process at Yerevan Gladzor University, emphasis is placed on such key areas as education and research, the expansion of international cooperation and academic mobility, the provision of necessary documentation, and the improvement of related services.

At present, integration into the internationalization process has become a priority for YGU not only to promote student mobility, but also to implement the objectives and goals set forth in the University's Strategic Development Plan, the effective realization of which will contribute to the overall improvement of the academic process. The Department of International Relations of YGU is directly involved in the academic process and, through collaborative efforts, implements the mission adopted by the University. The internationalization process at YGU and the scope of activities of the Department of International Relations are carried out in accordance with the key objectives derived from YGU's Strategic Program aimed at fulfilling the University's mission.

The primary objectives include:

1. Reform and modernization of academic programs and teaching methodologies,
2. Clarification of quality assurance processes in education and development of implementation mechanisms,
3. Enhancement of research activities,
4. Expansion of international relations and ensuring student exchange opportunities,
5. Improvement of services provided to society.

The implementation of these objectives will ensure:

- Assurance of high-quality education,
- Improvement of the quality of the educational process,
- Provision of higher-quality research, and
- Promotion of comprehensive international academic and scientific cooperation.

ISP Objective 1. Mission of the Department of International Relations

The mission of the Department of International Relations is to contribute to:

- Encouraging the exchange and development of experience through external relations, thereby fostering internationalization,
- Promoting the mobility of students and academic staff through exchange programs,
- Establishing cooperation with leading foreign higher education institutions and becoming a competitive university in the region by providing education that meets international standards, which in turn will enhance the recognition and international ranking of Yerevan Gladzor University.

ISP Objective 2. Key Objectives for 2018–2027 Aimed at the Development of the Department of International Relations

For the period 2018–2027, key objectives have been defined that are aimed at the development of the activities of the Department of International Relations (DIR):

1. To establish a comprehensive documentary and regulatory framework for the Department of International Relations, serving as a foundation for the advancement of internationalization-related activities. This will be achieved through the preparation and formal approval of all required documents, based on benchmarking (comparative analysis of best practices) of the functions, policies, and strategic programs of equivalent departments in foreign higher education institutions. The process will culminate in the development of the Charter (Statute) of the Department of International Relations, clearly defining the functions of the department as well as the roles and responsibilities associated with individual positions within the department.
2. To develop external relations aimed at positioning Yerevan Gladzor University among foreign higher education institutions by expanding cooperation with them through the activation of existing agreements and the conclusion of new ones, as well as by establishing a strong foundation for student and academic staff mobility.

3. To improve academic programs and revise curricula in accordance with international standards in order to integrate into the European Higher Education Area (EHEA).
4. A Research Centre was established at YGU, which will organize seminars, establish cooperation with local and international partners, and initiate and launch joint research programs.

ISP Objective 3. Functions of the Department of International Relations

The functions related to the establishment of external relations at Yerevan Gladzor University, particularly those associated with internationalization, are based on the Charter of YGU and the Strategic Development Program of the University.

1. To develop and implement guidelines, policies, and procedures to ensure the effective functioning of the Department of International Relations.
2. To develop and implement a sustainable quality assurance system that will promote and expand the activities of YGU.
3. To create new cooperation opportunities and expand existing collaborative links with relevant higher education institutions and other stakeholders at the national, regional, and international levels.
4. To promote and facilitate the mobility of YGU students and academic staff.
5. To promote the improvement of YGU academic programs by providing consultation on the internationalization of programs.
6. To promote the enhancement of YGU research activities by providing consultation on the internationalization of research.
7. To develop and implement international programs that will contribute to the modernization of YGU's activities and functions.

ISP Objective 4. Strategic Actions of the Department of International Relations

1. Documentation of the Activities of the Department of International Relations (DIR)

- 1.1. Study of best practices of international relations departments of foreign higher education institutions
- 1.2. Development of the Regulations of the Department of International Relations
- 1.3. Review of the strategic program and policies of the Department of International Relations

2. Development of External Relations

- 2.1. Expansion of cooperation with foreign higher education institutions
- 2.2. Expansion of cooperation with foreign research centres
- 2.3. Organization of joint events with external partners

3. Enhancement of Student and Academic Staff Mobility

- 3.1. Development of regulations governing study abroad and the mobility of students and academic staff
- 3.2. Development of regulations governing cooperation in the field of research
- 3.3. Implementation of student exchange programs
- 3.4. Implementation of academic staff exchange programs
- 3.5. Attraction and enrollment of international students at Yerevan Gladzor University
- 3.6. Organization of foreign language training courses

4. Improvement of Academic Programs

- 4.1. Review of the Yerevan Gladzor University (YGU) Guide for the Development of Professional Education Programs (PEPs) in accordance with internationalization principles.
- 4.2. Enhancement of Professional Education Programs (PEPs) in line with internationalization principles.
- 4.3. Professional development and capacity building of YGU academic staff with respect to the principles and approaches of the internationalization of Professional Education Programs (PEPs).
- 4.4. Comprehensive review of all YGU Professional Education Programs (PEPs) in accordance with internationalization principles.
- 4.5. Development of Professional Education Programs (PEPs) delivered in a foreign language.
- 4.6. Acquisition of a license for foreign-language instruction.
- 4.7. Implementation of Professional Education Programs (PEPs) delivered in a foreign language.

5. Quality Assurance

- 5.1. Ensuring transparency of the Department's activities
- 5.2. Ensuring accountability
- 5.3. Participation in YGU institutional self-analysis

5.4. Evaluation of the Department's performance

5.5. Continuous improvement of the Department's activities

ISP Objective 5. Policy Related to External Relations and Internationalization

1. To develop policies that promote the internationalization of Yerevan Gladzor University through the implementation of the following steps:

Step 1. Develop and regularly update policies aimed at fostering internationalization.

Step 2. Develop a strategic plan for external cooperation and inform stakeholders accordingly.

Step 3. Conduct training and capacity-building activities for staff involved in internationalization.

Step 4. Clarify the roles and responsibilities of internationalization stakeholders at various structural levels and define and implement incentive mechanisms.

Step 5. Plan the admission of international students by improving the services provided to them.

Step 6. Develop cooperation both domestically and internationally.

Step 7. Expand international relations and opportunities for international mobility of students and academic staff, and initiate the process of internationalization of academic programs.

ISP Objective 6. Procedures and Mechanisms Related to External Relations and Internationalization

The following procedures and mechanisms shall be implemented to strengthen external relations and promote internationalization:

- Increase in the number of publications authored by Yerevan Gladzor University academic staff in international peer-reviewed journals;
- Publication of a foreign-language academic periodical;
- Promotion and organization of international academic events hosted by Yerevan Gladzor University and events organized with the participation of YGU;
- Regular organization of international student events at YGU or with its support and participation;
- Enhancement of staff engagement in international grant programs and participation in international academic events;
- Promotion of educational services to international students and organization of

admissions from neighboring countries through diverse outreach mechanisms, including education fairs, alumni networks, recruitment agencies, academic visits, extensive use of online platforms, and social media;

- Attraction of international students and academic staff (inbound mobility) in parallel with the promotion of outbound mobility of YGU academic staff;
- Development and delivery of academic programs and courses in foreign languages;
- Introduction and implementation of joint and double-degree academic programs.

ISP Objective 6. Procedures Regulating the Operation of the Infrastructure Responsible for External Relations and Internationalization

The effectiveness of the quality assurance policy governing the operation of the infrastructure responsible for external relations and internationalization at the University shall be assessed through the following procedural framework:

- Submission of annual reports on external relations and internationalization to the Scientific Council of Yerevan Gladzor University;
- Assessment of the infrastructure's performance indicators based on the annual reports, including the conduct of comparative analysis and the development of new performance indicators by the Yerevan Gladzor University Quality Assurance Centre;
- Presentation of measures aimed at the further improvement of the infrastructure's activities, based on the results of the comparative analysis, followed by continuous monitoring of their implementation.