



Action Plan for the RA Strategy for Higher Education Internationalization

		<u>Objective</u>	<u>Action</u>	<u>Responsible body</u>	<u>Timeframe</u>
Goal 1. Create an Environment that Boosts the Internationalization of Higher Education and Research					
G o a l 1	1.1	To improve the legal framework of higher education and research internationalization	1.1.1. To develop a consolidated package of legal regulations towards/aiming at boosting internationalization in higher education, taking into consideration the international commitments undertaken in this field. Identify, in particular, those legal obstacles that hinder internationalization and report them to relevant authorities.	Ministry of Education, Science, Culture and Sport, HEIs	2021
			1.1.2. To establish an interdepartmental commission on the internationalization of higher education charged to overcome the existing obstacles and to effectively coordinate the work flow/activities.	Ministry of Education, Science, Culture and Sport	2021
			1.1.3. To develop monitoring and evaluation/assessment procedures and indicators of strategic goals' fulfillment.	Ministry of Education, Science, Culture and Sport, HEIs	2021
			1.1.4. To assess/evaluate the need and expediency of implementing short-term educational programs.	Ministry of Education, Science, Culture and Sport	2021

	1.2	To include/provide public and other resources for creating an environment that boosts the internationalization	1.2.1. To create a regional platform for education and research.	Ministry of Education, Science, Culture and Sport, HEIs	2022-2023
			1.2.2. To develop mechanisms for mutually beneficial collaboration between RA HEIs and internationally recognized, high-ranking universities abroad.	HEIs	2021
			1.2.3. To develop mechanisms for involving international specialists in scientific-educational processes; to create a toolset for assessing and encouraging that involvement.	Ministry of Education, Science, Culture and Sport, HEIs	2022-2023
			1.2.4. To involve the main employers of HEIs, as well as public institutions/agencies in international scientific-educational projects.	HEIs	2022-2023
	1.3	To enhance the opportunities of international (as well as diasporan) students to study at HEIs	1.3.1. To implement a system that encourages the knowledge (and learning) of foreign languages among faculty members.	HEIs	2021
			1.3.2. To organize professional trainings in specialized English for faculty.	HEIs	2021-2022
			1.3.3. To increase the number of academic programs and modules taught in foreign languages.	HEIs	2021-2023
			1.3.4. To consider other modes of providing education/instruction at HEIs. To implement online or hybrid instruction/teaching, if possible.	HEIs	2021-2022
			1.3.5. To train the faculty with the skills necessary to conduct online teaching.	HEIs	2021
			1.3.6. To improve the quality of services provided to international students by organizing staff trainings.	HEIs	2021-2023
			1.3.7. To offer, in addition to the curriculum, Armenian language courses to international students.	HEIs	2023
			1.3.8. To assist international students in visa/residency and accommodation-related issues.	HEIs	2023
	1.4	To improve the involvement of the HEIs academic and administrative staff in the	1.4.1. To put a special emphasis on prioritization of internationalization both in the strategic development of universities and the action/activity plans of academic and administrative subdivisions.	HEIs	2021
			1.4.2. To involve the faculty and administrative staff of HEIs in the implementation of internationalization strategies and relevant processes.	HEIs	2021-2025
			1.4.3. To organize events that boost/promote the cross-cultural communication and social interaction among students.	HEIs	periodically

		internationalization processes			
Goal 2. Boost the Competitiveness of Higher Education Programs and Research at the International Level					
Goal 2	2.1	To ensure the quality of higher education and research	2.1.1. To modernize academic and research programs taking into consideration the national and international development trends.	HEIs, ANQA	2022
			2.1.2. To increase the number of joint educational programs at HEIs.	HEIs	2025
			2.1.3. To develop and implement contemporary teaching/instructional methods giving special importance to information and communication technologies.	HEIs	2022
			2.1.4. To increase the number of research projects that have practical applications.	HEIs	2022
			2.1.5. To develop a financial incentive system that boosts the growth of the number of publications in international peer-reviewed journals/reviews.	HEIs	2023
	2.2	To direct the internationalization of HEIs towards the Country’s high priority areas for development	2.2.1. To identify regions and countries (at least three) of strategic importance and to embark on a coordinated scholarly/scientific-educational collaboration.	Ministry of Education, Science, Culture and Sport, HEIs	2022
			2.2.2. To provide state co-financing for first-priority projects aimed at international collaboration in Armenia.	Ministry of Education, Science, Culture and Sport	2023
			2.2.3. To increase participation in grant programs emphasizing the inclusion of high-priority areas for the development of the country in educational and research processes.	HEIs	on on-going basis
Goal 3. Increase International Visibility and Attractiveness of Armenia’s Higher Education and Research					
			3.1.1. To introduce mechanisms for enhancing alumni relations, to study the culture of Western universities in this regard.	HEIs	2021

G o a l 3	3.1	To involve the potential of alumni living abroad, Armenian graduates of foreign universities, international faculty and Diaspora representatives in the higher education and research internationalization processes	3.1.2. To organize periodical meetings and experience exchange between alumni offices of RA HEIs.	HEIs	2021-2023
			3.1.3. To include the RA diplomatic missions and other organizations (centers) in the process of disseminating information on the opportunities of studying or conducting research in RA.	Ministry of Education, Science, Culture and Sport, HEIs	2021
			3.1.4. To organize education fairs for recruiting international students.	HEIs	2021-2025
			3.1.5. To create a network of alumni and Diaspora Armenians and to train them as advisors/ambassadors in order to disseminate information on the opportunities of studying and conducting research in Armenia.	Ministry of Education, Science, Culture and Sport, HEIs	2022
			3.1.6. To encourage the involvement of successful international and Diaspora specialists in university governance boards.	Ministry of Education, Science, Culture and Sport	2021
	3.2	To introduce a marketing strategy for boosting higher education and research internationally	3.2.1. To develop and implement a comprehensive marketing strategy both at the national and institutional levels involving marketing specialists.	Ministry of Education, Science, Culture and Sport, HEIs	2021
			3.2.2. To diversify marketing materials and resources.	HEIs	2021
			3.2.3. Constantly update the websites of RA Ministry of Education, Science, Culture and Sport, HEIs, National Information Center for Academic Recognition and National Quality Assurance Center.	Ministry of Education, Science, Culture and Sport, HEIs, National Information Center for Academic Recognition and Mobility (ARMENIC)	on on-going basis

	3.3	To ensure the integration of HEIs into the international/global ranking systems	3.2.4. To increase participation of HEIs in international education fairs.	HEIs	2021-2025
			3.3.1. To develop an action plan aimed at raising the ranking of Armenian HEIs in international university ranking systems.	HEIs	2022
			3.3.2. To carry-out a situational analysis of the higher education system by the Armenian authorities with the aim of having Armenian HEIs in international ranking systems and in order to support the HEIs and/or professions/specialties that are most relevant.	Ministry of Education, Science, Culture and Sport	2025
			3.3.3. To develop a national brand for higher education, implementing innovative approaches.	Ministry of Education, Science, Culture and Sport, HEIs	2025
			Goal 4. Increase International Mobility of Students, Faculty and Administrative Staff		
Goal 4	4.1	To increase the opportunities for experience sharing and professional development of faculty and administrative staff, to increase the student	4.1.1. To boost the involvement of faculty and administrative staff in trainings and in international exchange programs.	HEIs	2021
			4.1.2. To increase the number of inter-university partnerships and collaborative projects. To diversify the opportunities and means of mobility and increase their number.	HEIs	2022
			4.1.3. To identify target limits of student and staff mobility (both incoming and outgoing) at national level. To identify and target countries of strategic importance.	Ministry of Education, Science, Culture and Sport	2022
			4.1.4. To support participation of students in international exchange programs by minimizing the barriers to outgoing mobility.	Ministry of Education, Science, Culture and Sport, HEIs	2021-2022
			4.1.5. To ensure and provide broad information on mobility opportunities.	Ministry of Education, Science, Culture and Sport, HEIs	on on-going basis

	mobility in short-term and long-term educational programs	4.1.6.	To develop indicators for assessing the impact of international mobility of students, faculty and administrative staff; to conduct monitoring and to undertake improvement measures. Publicize the results of monitoring.	HEIs	2021, continuously
		4.1.7.	To enhance the dialogue between Armenian state agencies and foreign diplomatic missions, as well as different authorities in order to eliminate obstacles related to entry visas, work permits and temporary residence permits.	Ministry of Education, Science, Culture and Sport	2021
		4.1.8.	To identify target countries for the recruitment of international students based on the peculiarities of universities; carry out systematic/coordinated activities.	Ministry of Education, Science, Culture and Sport, HEIs	2022
		4.1.9.	To establish clearly-defined admission criteria for international students and ensure accessibility of information.	Ministry of Education, Science, Culture and Sport, HEIs	2022
		4.1.10.	To plan for a mobility “window” in educational programs.	HEIs	2023
		4.1.11.	To create an information database on mobility at HEIs.	HEIs	2022
		4.1.12.	To develop mechanisms for financing/funding the international mobility of students, faculty and administrative staff.	Ministry of Education, Science, Culture and Sport, HEIs	2023
4.2	To introduce a system of recognition of foreign qualifications, degrees, credits	4.2.1.	To develop transparent procedures for the institutional recognition of qualifications and credits.	HEIs, National Information Center for Academic Recognition and Mobility	2022
		4.2.2.	To periodically organize trainings on the processes of recognition of qualifications, degrees, credits.	HEIs, National Information Center for Academic Recognition and Mobility	periodically

			4.2.3. To organize information/awareness raising sessions on the procedures of recognition of qualifications, degrees, credits.	National Information Center for Academic Recognition and Mobility	2022
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