Sustainability and Internationalization capacities to promote modernisation of Newcomers Higher Education in Neighbourhood East Countries

Internationalization Strategy and Action Plan

(Template for SIN-NEC use, D3.1.2)

University: Northern University

Country: Armenia

1. Internationalization Strategy Template (3–5 Years)

This template is designed to guide Higher Education Institutions (HEIs) in formulating a strategic internationalization framework aligned with their mission, goals, and context. It is to be filled based on institutional self-assessment, external environment analysis, and benchmarking insights.

1.1 Institutional Mission, Vision and Alignment

• Brief summary of the university's overall mission and vision

Northern University's mission is to provide high quality, digitally enhanced inclusive education that complies with the international standards and the Bologna principles which are adopted in the EHEA.

• Strategic alignment of internationalization with institutional priorities.

The institutional key priorities:

Enhancement of Capacity Building in Internationalization and Research

Development of the digital skills and competences of teachers and staff, as well as the students

Revision of the Study Programmes based on the Constructive Alignment – tracking from National Qualifications Framework to the evidence prove within the process of the chain:

NQF	Graduates'	PLOs	CLOs	LLOs	Teaching/Learning	Assessment	Evidence

The Revision of the programmes will take place with the attraction of the international experts.

NU will optimize tits IR (institutional research) approaches processes and leverage data insights to drive strategic planning, ensuring sustainable growth and alignment with broader educational objectives. This will be conducted according to the Erasmus+ Project of KPI4HE which developed The Establishment of National framework of Key Performance Indicators for good governance and quality towards inclusive, digital and green oriented higher education in Armenia; (KPI4HE).

By tracking key performance indicators, we can measure progress toward our strategic goals and make data-driven adjustments to our programs as needed. Overall, the systematic collection and analysis of institutional data is an important foundation for informed decision-making and strategic planning, ensuring that our university is responsive to the needs of our students, faculty, and stakeholders.

1.2 Strategic Objectives for Internationalization

List 3–5 strategic objectives that reflect your long-term internationalization priorities. Each should be specific and results-oriented.

Increase the number of active partnerships and make it 20 by 2030

Involvement of the university units and research groups in the international projects (at least 2 units and at least 2 research groups)

Enhancement of the better learning environment (equipping at least one classroom with modern educational facilities)

Increase of the volume of the external funding (direct and indirect) via international projects

Number of the successful international projects

Increase the number of the international students (at least 50 by 2030)

Increase the number of Erasmus+ mobilities for teaching staff (at least 5 each year)

Increase the number of Erasmus+ mobilities for administrative staff (at least 5 each year)

Increase the number of Erasmus+ CBHE, EMDM and other projects – at least 4 until 2030)

Foster the engagement of the teaching staff in the international research projects (conferences, publications – at least 10 by 2030)

Development and Implementation of Virtual projects (micro-credentials (at least 1 each year until 2030)

1.3 Priority Areas and Approaches

Describe thematic areas and approaches (e.g., student/staff mobility, curriculum internationalization, research cooperation, marketing, governance, quality assurance).

– Development university internationalization capacities

- Mobility & Exchange
– Institutional Research

- Improving of Learning Environment
– Curriculum and Digital Programmes

- Capacity Building

1.4 Key Performance Indicators (KPIs)

For each objective/priority area, define KPIs. Use your own institutional baselines and targets.

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1.5 Institutional Enablers

Northern University supports the implementation of its internationalization strategic objectives through a set of institutional mechanisms that ensure effective governance, resource allocation, capacity-building, quality assurance, and continuous monitoring. These mechanisms are designed to translate the University's strategic priorities into practical actions and measurable results.

Capacity-building is the major key mechanism for implementation. Northern University invests in the professional development of academic and administrative staff through trainings, workshops, international cooperation, Erasmus+ activities, peer learning, and participation in research and development projects. These activities strengthen institutional readiness for change and support the development of new competencies in digital education, quality assurance, student-centered learning, research, and governance, widely contributing to the internationalization of the university.

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1.6 Monitoring and Evaluation Plan

Outline how the implementation will be monitored, who is responsible, and how frequently progress will be reviewed.

The overall responsibility for monitoring the implementation of the strategy rests with the University's senior management. The Rectorate coordinates the strategic implementation process, ensures institutional alignment, and reviews progress against the approved action plan. Vice-rectors, heads of academic departments, administrative units, and the quality assurance structure are responsible for monitoring the implementation of activities within their respective areas.

Each strategic priority will be linked to specific actions, expected outcomes, responsible units, timelines, and measurable indicators. These indicators may include progress in digital transformation, academic programme development, research activity, international cooperation, staff capacity-building, student support, quality assurance, inclusiveness, green initiatives, and institutional governance.

Progress will be reviewed on a regular basis. Responsible units will prepare internal updates at least once per semester, while a more comprehensive institutional review will be conducted annually. The annual review will assess the level of implementation, identify achievements and challenges, evaluate the effectiveness of actions taken, and propose improvements for the following year.

The Quality Assurance unit will play an important role in collecting and analysing evidence, including student and staff feedback, programme review results, performance data, internal reports, and other relevant information. This evidence will support informed decision-making and help ensure that the strategy remains responsive to institutional needs and external developments.

The mechanism of collecting regular feedback from the stakeholders will create a continuous improvement cycle and ensure that international strategic implementation remains transparent, accountable, and results-oriented.

Monitoring results will be discussed by the relevant management and academic bodies of the University. Based on these discussions, corrective actions may be introduced, timelines may be adjusted, and priorities may be refined where necessary. This will allow Northern University to maintain a flexible but accountable approach to strategic implementation of internationalization activities.

The monitoring and evaluation plan will ensure that the University's strategy is not only formally adopted, but continuously implemented, reviewed, improved, and aligned with Northern University's mission to develop a digital, green, inclusive, and student-centered educational environment.

2. Internationalization Action Plan 2026-2030

This action plan template supports operationalizing the strategy by defining specific annual actions, responsibilities, timelines, and performance indicators.

Strategic Objective	Action/Activity	Responsible Unit	Timeline	Expected Result	KPI / Means of Verification
Expand active international partnerships	Map current cooperation agreements, renew active partnerships, and sign new agreements with EU and non-EU universities and organizations.	International Relations Office; Vice-Rector for Education, Research and Internationalization; Academic Departments	2026-2030 Annual review	Active partnership portfolio increased and better aligned with academic, research and mobility priorities.	Baseline 2026: 12 active partnerships. Target 2030: 20 active partnerships. Verification: signed MoUs/agreements; partnership register; annual internationalization report.
Increase institutional participation in international projects	Involve university units and research groups in the preparation and implementation of international projects.	International Relations Office; Research Office; Academic Units; Research Groups, including Bologna Lab for Higher Education	2026-2030	At least 2 university units and at least 2 research groups actively involved in international project activities.	Baseline 2026: 1 unit and 1 research group involved. Target 2030: at least 2 units and at least 2 research groups involved. Verification: project applications, consortium documents, meeting minutes, activity reports.
Increase external funding through international projects	Prepare competitive project applications and mobilize direct and indirect external funding through international cooperation.	Rectorate; International Relations Office; Finance Office; Research Office	2026-2030 Annual financial review	Increased volume of direct and indirect external funding obtained through international projects.	Baseline 2026: 1 active externally funded international project. Target 2030: at least 30% cumulative increase in external funding and in-kind contribution value. Verification: grant agreements, budgets, financial reports, audit documents.
Improve the digital learning environment	Equip at least one classroom with modern digital facilities for blended, online and interactive learning.	Rectorate; IT Unit; Administrative Department; Academic Departments	2026-2027 Maintenance until 2030	At least one classroom equipped with modern digital teaching and learning facilities.	Baseline 2026: 0 fully equipped modern digital classroom under this action. Target 2027: 1 classroom equipped and operational. Verification: procurement documents, inventory list, photos, usage timetable, staff feedback.
Increase the number of successful international projects	Develop a pipeline of project proposals and support project teams from idea development to submission and implementation.	International Relations Office; Project Teams; Research Office; Academic Departments	2026-2030	Higher number of successful international projects implemented by the University.	Baseline 2026: 3 successful/active international project. Target 2030: at least 4 new successful international projects. Verification: approved project lists, grant letters, contracts, implementation reports.
Increase international student recruitment	Strengthen international promotion, admissions support, English-language communication and support services for international students.	Admissions Office; International Relations Office; Marketing/Communication Unit; Student Affairs	2026-2030 Annual intake review	Increased number of international students enrolled at Northern University.	Baseline 2026: 20 international students. Target 2030: at least 50 international students. Verification: admissions database, student registry, enrolment reports, residence/status records.
Increase Erasmus+ teaching staff mobility	Promote Erasmus+ teaching opportunities, nominate academic staff and support mobility preparation and reporting.	International Relations Office; Academic Departments; HR Unit	Annually 2026-2030	Regular participation of teaching staff in Erasmus+	Baseline 2026: 3 teaching staff mobilities per year. Target: at least 5 teaching staff mobilities each year. Verification: mobility agreements,

				teaching mobility.	travel documents, certificates, mobility reports.
Increase Erasmus+ administrative staff mobility	Promote staff training mobility and support participation of administrative staff in international training weeks and capacity-building activities.	International Relations Office; Administrative Units; HR Unit	Annually 2026-2030	Administrative staff gain international experience and improve institutional capacity.	Baseline 2026: 2 administrative staff mobilities per year. Target: at least 5 administrative staff mobilities each year. Verification: mobility agreements, certificates, staff reports, HR records.
Increase participation in Erasmus+ CBHE, EMDM and other projects	Prepare and submit applications for Erasmus+ CBHE, EMDM and other relevant international project calls.	Vice-Rector for Education, Research and Internationalization; International Relations Office; Academic Departments; Research Groups	2026-2030 Call-based	Northern University expands its project portfolio and international academic cooperation.	Baseline 2026: 1 Erasmus+/international project in implementation. Target 2030: at least 4 Erasmus+ CBHE, EMDM or other international projects submitted/approved/implemented. Verification: submitted applications, evaluation results, grant agreements, project reports.
Foster teaching staff engagement in international research	Encourage teaching staff to participate in international research projects, conferences and publications.	Research Office; Academic Departments; Research Groups; Quality Assurance Unit	2026-2030 Annual review	Teaching staff more actively engaged in international research and scholarly dissemination.	Baseline 2026: 4 international research outputs/activities. Target 2030: at least 10 international research activities/outputs. Verification: conference programmes, publication records, project participation letters, annual research report.
Develop and implement virtual projects and micro-credentials	Design and implement virtual international projects, online modules and micro-credentials with partner institutions.	Academic Departments; Digital Learning/IT Unit; International Relations Office; Quality Assurance Unit	Annually 2026-2030	At least one virtual project or micro-credential implemented each year until 2030.	Baseline 2026: 0 regular annual virtual/micro-credential projects. Target: at least 1 virtual project or micro-credential each year until 2030. Verification: course/module descriptions, participant lists, certificates, platform analytics, feedback forms.