

Internationalization Action Plan

2024/2025 academic year

International European University (IEU) is committed to strengthening its global engagement in the 2024/2025 academic year. This action plan translates IEU's 2023–2028 *Internationalization Strategy* and 2021–2031 *Development Strategy* into concrete initiatives focused exclusively on internationalization. Each goal below includes specific initiatives, timelines within the 2024/25 year, responsible units, and key performance indicators (KPIs) (both quantitative and qualitative). This plan emphasizes European Union partnerships while also extending IEU's global reach, aligning with strategic provisions from the University's long-term plans.

Goal 1: Expand International Partnerships and Networks

IEU will broaden its network of partner institutions, with priority on European university collaborations. This aligns with IEU's strategic goal of establishing a “*global network with partner universities*” and becoming a “*reliable partner*” in the international higher education community. The university also aims to leverage **international associations and diplomatic channels** to bolster academic cooperation, as emphasized in its strategy. By increasing formal partnerships, IEU can create more opportunities for mobility, joint programs, and research collaboration.

- *Justification:* Expanding partnerships is foundational to internationalization. IEU's Development Strategy calls for “*membership in international university and industry-specific associations*” and maintaining relations with foreign diplomatic institutions to facilitate cooperation. Building a robust partner network (especially in the EU) will enable student/staff exchanges, double-degree programs, and joint research, directly supporting the multi-cultural and global vision of IEU.

Initiatives under Goal 1 (Partnerships & Networks):

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
Quantitative:			
1.1. Sign 5+ new EU partnership agreements:		Department Strategic	of ≥ 5 new MOUs signed
Focus on Erasmus+ and bilateral MOUs with EU universities (plus select global partners outside EU).	Fall 2024 – Spring 2025	Development International Programs; Academic Departments	and +2 Erasmus+ inter-institutional agreements
Qualitative:			
			New exchange or academic activities launched under each partnership (e.g. joint courses or visits)
1.2. Join International Associations:		Department Strategic	of Quantitative:
Obtain membership in at least 2 global or European university associations	Fall 2024 – Spring 2025	Development International Programs;	and 2 new association memberships confirmed
Qualitative:			

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
(e.g. EUA, EAIE) relevant to IEU's profile.		University Leadership	Increased networking and visibility; participation in association events or working groups
1.3. Strengthen Diplomatic and Industry Links: Organize networking events with foreign embassies, cultural centers, and industry partners to support academic linkages.	Throughout 2024/25	Department of Strategic Development and International Programs; Department of Public Relations and Youth Policy	Quantitative: ≥ 3 events (or meetings) held with embassies/consulates or international industry representatives Qualitative: Positive feedback from diplomatic partners; new leads for partnerships or sponsorships
1.4. Foster Research Collaborations: Encourage formation of joint research teams with partner universities for EU-funded projects. (Supports IEU's goal of increasing international grant projects.)	Spring 2025	Research Office; Department of Strategic Development and International Programs; Educational and Research Institutes (ERIs)	Quantitative: At least 2 joint research proposals submitted (e.g. to Horizon Europe) Qualitative: Enhanced research capacity and reputation as an “ <i>outstanding research center</i> ” through international co-publications

Goal 2: Enhance Student and Faculty Mobility

Increasing the mobility of students and staff is a core component of IEU's internationalization. In 2024/25, IEU will scale up participation in exchange programs (especially Erasmus+ within Europe) and ensure robust support for outgoing and incoming mobility. This focus reflects the strategic priority to “*increase participation in ERASMUS+ programs*” and develop mechanisms for academic mobility. Facilitating mobility enriches academic experiences and fosters cross-cultural competencies among the IEU community.

- *Justification:* IEU's strategy highlights academic mobility as essential to internationalization, calling for expanded Erasmus+ involvement and an “*efficient mechanism for the exercise of the right to academic mobility*”. By improving support (e.g. training in grant applications and financial assistance), IEU will lower barriers to mobility. This addresses the goal of a truly “*multi-cultural community*” on campus through exchange of people and ideas.

Initiatives under Goal 2 (Mobility):

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
			Quantitative:

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
			≥20 outgoing exchange students ≥20 incoming exchange students of ≥10 faculty/staff mobility exchanges
2.1. Expand Erasmus+ Exchange Participation: Increase the number of outgoing IEU students and faculty to EU academic year partners (and incoming exchange participants at IEU).	2024/25	Department of Strategic Development and International Programs; Academic Departments	Qualitative: participants report ≥80% satisfaction with mobility experience (survey) improved language and intercultural skills Quantitative: 2 training seminars held ≥30 attendees Qualitative: increased awareness of opportunities at least 5 successful grant awards to IEU applicants as outcome Quantitative: Mobility fund created % of mobile participants receiving co-funding (target 50%)
2.2. Mobility Grant Training & Advising: Conduct workshops on finding and applying for mobility grants (workshops); (Erasmus+ scholarships, etc.). Ongoing Provide one-on-one advising for students and staff planning exchanges.	Fall 2024	Department of Strategic Development and International Programs	
2.3. Financial Support for Mobility: Establish a fund or policy to reimburse part of expenses for those participating in international mobility programs. Prioritize economically disadvantaged participants to ensure equal access.	Spring 2025 (policy launch)	IEU Administration; Finance Dept; Department of Strategic Development and International Programs	Qualitative: participants report reduced financial barriers more diverse participation in exchanges Quantitative: 100% of returned exchange students get
2.4. Streamline Credit Recognition: Implement an “academic mobility toolkit” for	By Dec 2024 (in place for Spring	Academic Affairs; Department of Strategic Development	

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
easy credit transfer and 2025 recognition of studies abroad exchanges) (e.g. ECTS alignment, learning agreements).		and International Programs	credits recognized within one month Qualitative: academic departments report smoother integration of incoming students into courses no loss of progress for outgoing students

Goal 3: Internationalize Curriculum and Programs (Double Degrees & English-Language Offerings)

IEU will internationalize its educational programs to provide a globally-oriented learning experience on campus. In 2024/25 this includes launching joint **double degree** programs, increasing English-taught offerings, and expanding internationalization-at-home initiatives. These efforts correspond to strategic directives to develop programs “*along with foreign partners*”, including “*double degree programs, dual education programs, [and] inclusive learning programs*”. By integrating foreign academic content and instructors, IEU can make its curriculum more accessible and attractive to international and local students alike.

- *Justification:* Joint programs and English-language instruction are key to an intercultural campus. IEU’s strategy calls for “*development and introduction of educational and scientific programs along with foreign partners*”, as well as offering courses in English and short-term programs for international students. Introducing double degrees in partnership with EU universities will allow IEU students to earn dual qualifications, enhancing the University’s appeal. Likewise, teaching certain disciplines in English and inviting **guest professors** from abroad (already practiced at IEU) will enrich the academic environment.

Initiatives under Goal 3 (Curriculum & Programs):

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
3.1. Launch Double Degree Program: Implement at least one double-degree program with a European partner university (e.g. joint Master’s degree where students spend time at each institution).	Plan by Fall 2024; Launch student intake by Fall 2025	Academic Affairs; 1 Specific Department Strategic Development and International Programs	double-degree finalized (curriculum approved) by mid-2025 Qualitative: first cohort of students and faculty engaged in joint program design

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
3.2. Increase English-Taught Courses: Require each faculty to offer additional courses or an entire program in English. In 2024/25, open at least 5 new courses taught in English (across various disciplines).	Spring 2025	Academic Departments; Curriculum Committee	program meets both universities' standards Quantitative: +5 English-taught courses introduced (on top of current offerings) Qualitative: improved English proficiency of faculty (through training) higher satisfaction of international students due to availability of courses in English Quantitative: 1 summer program held in 2025 with ≥ 20 foreign student participants
			Qualitative: positive feedback from participants on academic and cultural experience some attendees choose to apply for degree programs at IEU subsequently Quantitative: ≥ 3 international visiting professors teach at IEU during the year Qualitative: diversity of perspectives in classrooms local faculty mentorships with visitors established
3.3. Short-Term Programs for International Students: Develop summer schools or short courses in English, targeting students from Europe and beyond (e.g. a 2-week Summer 2025 program in Business or IT).	Design by Spring 2025; Delivery in Summer 2025	ERI for Continuing Education; Department of Strategic Development International Programs	
3.4. Invite Visiting International Faculty: Expand the practice of hosting guest lecturers from abroad to teach courses or workshops at IEU. Formalize a Visiting Professor scheme (with incentives) to bring in at least 3 foreign academics in 2024/25.	Throughout 2024/25	Department of Strategic Development International Programs; HR Department; ERIs	

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
			students report improved intercultural competencies from learning with international faculty

Goal 4: Strengthen International Student Recruitment and Support

To grow its global student community, IEU will implement an aggressive international **marketing and recruitment** campaign focused on the EU and other regions, coupled with enhanced support services for foreign students. This directly follows IEU’s strategic priority to “*attract talented foreign students*” via a comprehensive marketing plan and to create supportive programs (scholarships, mentoring, cultural adaptation) that ensure the success of international students. By improving both outreach and on-campus inclusion, IEU aims to increase international enrollment and student satisfaction.

- *Justification:* IEU sees international enrollment as a key growth area. The University’s Internationalization Strategy sets out to expand the “*geography of countries whose citizens are interested*” in IEU’s programs. In 2024/25, focusing on EU countries (and selected global markets) will leverage IEU’s strengths (e.g. English programs, moderate tuition) to recruit students. Equally important is **retention and success** of those students: IEU plans to “*create the necessary learning environment to ensure equal chances for academic success*” for all, through orientation, mentoring, and language support.

Initiatives under Goal 4 (Recruitment & Support):

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
			Quantitative:
4.1. Launch Targeted Marketing Campaign: Develop a digital marketing campaign highlighting IEU’s programs and European city Campaign live campus. Target prospective by Fall 2024 students in at least 5 EU countries (for intake) (plus key markets in Asia/Africa). Utilize social media, webinars, and participation in virtual education fairs.	2025	Marketing Admissions Dept; Strategic Development and International Programs	campaign reach (e.g. 50,000 impressions across target countries) increase in inquiries from target regions by 30% Qualitative: improved brand recognition internationally (measured by web analytics from target countries)

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
			positive engagement (comments, questions) indicating interest
			Quantitative:
			≥10 scholarships awarded to incoming internationals
4.2. Establish Scholarship & Mentoring Programs: Offer a new “Global Talent Scholarship” for high-achieving international students (tuition discounts) and set up a peer-mentor system pairing each new foreign student with a senior student mentor.	Announce scholarships by Dec 2024; Mentor program Sep 2024	Scholarships Committee; Student Services; Department of Strategic Development and International Programs	100% of new international students assigned a mentor Qualitative: scholarship recipients maintain good academic standing (monitor GPA); mentors report successful integration of their mentees (via survey or mentor logs)
			Quantitative:
4.3. Diversify International Enrollment: Recruit students from at least 3 new countries not currently represented at IEU, Fall 2024 expanding the international mix. Spring 2025 Work with education agents or alumni networks in those regions to build pipelines.		Admissions Office; Department of Strategic Development and International Programs	students from ≥3 new nationalities enrolled by Fall 2025 intake Qualitative: broader cultural diversity on campus (measured by number of nationalities, regional representation) no single nationality exceeds 50% of international cohort (ensuring diversity)
			Quantitative:
4.4. Enhance International Student Support Services: Summer 2024 Strengthen the International (prep) Student Office to provide visa Ongoing support, accommodation	Summer 2024 International (prep) Ongoing	International Student Office; Student Affairs	dedicated staff increased (from 1 to 2+) in International Student Office

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
assistance, and regular intercultural events. Organize a multi-cultural orientation program at the start of each semester.			2 orientation events and ≥ 4 multicultural events held during the year Qualitative: international student satisfaction with support services $\geq 85\%$ (from surveys) improved retention of international students (e.g. $< 10\%$ transfer-out rate) Quantitative: website fully available in ≥ 3 languages content refresh at least once per quarter Qualitative: prospective students find information easily (feedback from applicants) IEU's online presence in foreign languages remains up-to-date, supporting its international image
4.5. Update Multilingual Information Platforms: Continuously update IEU's website and brochures in English (and other key languages) with current information on programs, research, and campus life. Ensure prompt responses to inquiries in these languages.	Throughout 2024/25	Marketing Dept; IT/Web Team	

Goal 5: Improve International Visibility, Reputation and Rankings

IEU will pursue initiatives to raise its profile and credibility on the international stage in 2024/25. This involves actively engaging in **global rankings**, obtaining recognized accreditations, and showcasing IEU in international forums. These actions support the strategic aim of a “*globally recognized university*” with stronger standing in rankings and a better international reputation. By aligning with European quality standards and promoting its achievements widely, IEU seeks to bolster its image as a **world-class institution**.

- *Justification:* External recognition is vital for internationalization. IEU's Development Strategy calls for representation in “*national and international rankings*” and improving quality to meet European standards (e.g. ESG 2015 guidelines). In 2024/25, IEU will

prepare data for major rankings and ensure its academic quality is validated through international accreditation. Moreover, consistent participation in international educational events and proactive promotion in multiple languages are strategic measures to enhance IEU's global reputation.

Initiatives under Goal 5 (Visibility & Reputation):

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
5.1. Participate in International Rankings: Prepare and submit data for at least one global university ranking (e.g. QS Emerging Europe & Central Asia or Times Higher Education Impact rankings). Leverage improvements and unique strengths of IEU to maximize ranking performance.	Data submission by Spring 2025	Quality Assurance Office; Institutional Research	Quantitative: submission to ≥ 1 ranking completed achieve a ranking (or improved score if already ranked) in 2025 Qualitative: improved institutional self-assessment through benchmarking enhanced attractiveness to partners who value ranking status
5.2. Achieve International Accreditation: Pursue international accreditation for a flagship program (for example, seek an EU-based Begin process accreditation agency's Fall 2024; Site approval for an English- visit/assessment taught program). This follows by Summer 2025 IEU's success in accrediting its Medicine program and aims for more " <i>certificates of international accreditation</i> ".		Quality Assurance Office; Relevant Faculty	Quantitative: 1 program accreditation application submitted; (if awarded by 2025 or beyond, counts toward goal) Qualitative: accreditation self-study identifies areas for quality improvement compliance with <i>European Standards and Guidelines (ESG 2015)</i> is validated
5.3. Implement ESG Quality Standards: Fall 2024 Continue aligning IEU's Spring 2025 internal QA processes with		Quality Assurance Office; Academic Council	Quantitative: 1 QA audit or review conducted internally against ESG standards

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) . Conduct a gap analysis and training for faculty/staff on ESG best practices.			≥2 training workshops on QA Qualitative: quality culture strengthened (measured by compliance reports) positive feedback from external reviewers or accreditors about IEU's QA system Quantitative:
5.4. Active International Promotion: Showcase IEU globally by presenting at international education fairs, conferences and exhibitions. In 2024/25, target at least 3 major events (in Europe or Throughout online) where IEU can 2024/25 present its programs or research. Also, produce new promotional materials (videos, brochures) highlighting international achievements.		Marketing & PR Dept; Department of Strategic Development and International Programs; Leadership	IEU represented in ≥3 international events new promotional publications released (at least 1 new video of Strategic testimonials) Qualitative: increased inquiries/contacts after events improved perception of IEU's brand internationally (monitored via media mentions or attendee feedback) Quantitative:
5.5. Establish Overseas Representation (Exploratory): Begin exploring the establishment of a representative office or branch in a strategic location abroad (e.g. an EU country). Conduct a feasibility study in 2024/25 for a small liaison office to support recruitment and partnerships.	Study completed by Summer 2025	University Leadership; Department of Strategic Development and International Programs; Legal/Finance	1 feasibility report produced (covering costs, legalities, potential sites) Qualitative: strategic decision made on overseas presence if positive, set the stage for implementation in subsequent years to further international outreach

Goal 6: Intensify International Research Collaboration (*Supporting Goal*)

(Note: This goal complements the academic-focused goals above by targeting research internationalization, an area closely tied to IEU's global reputation and partnerships.) In 2024/25, IEU will put additional emphasis on international research initiatives – encouraging faculty to engage in joint projects and increasing applications to international grant programs. This supports the strategic intent to “increase the number of international research grant projects” and form interdisciplinary project teams. Strengthening research collaboration, especially within EU frameworks, will not only contribute to IEU's academic output but also enhance its status as a research-active university globally.

- *Justification:* While teaching and mobility are central to internationalization, research partnerships amplify IEU's global impact. The Development Strategy underlines making IEU an “outstanding research center” by attracting international grants and collaborations. By proactively connecting IEU researchers with international peers and funding opportunities, 2024/25 initiatives will lay groundwork for long-term research alliances. This will also feed back into teaching quality and IEU's visibility through joint publications and innovation.

Initiatives under Goal 6 (Research Collaboration):

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
6.1. International Grant Applications: Motivate and support faculty teams to apply for at least 3 international research grants (Horizon Europe, Erasmus+ Capacity Building, etc.). Provide proposal writing support and partner matchmaking.	Fall 2024 – Spring 2025 (application cycles)	Research Office; ERIs; Department of Strategic Development and International Programs	Quantitative: ≥3 grant proposals submitted with foreign partner involvement
			Qualitative: Improved grant-writing skills among faculty even if not all succeed, at least 1 project expected to secure funding (if achieved, measure success)
6.2. Interdisciplinary Project Teams: Create cross-departmental research groups focused on global challenges (teams (health, tech, etc.), including international members if possible. Assign seed funding or time release for proposal development.	By Dec 2024	Research Office; Academic Departments	Quantitative: 2 interdisciplinary teams formed, each including at least one international advisor or collaborator
			Qualitative: new research synergies developed

Initiative	Timeline	Responsible Unit(s)	KPIs (Quantitative / Qualitative)
			teams produce joint papers or project drafts by end of year
			Quantitative: 1 international research event held
6.3. Host International Research Seminar: Organize an international research seminar or mini-conference at IEU, inviting researchers from at least 5 countries to share work and network with IEU faculty.	Spring 2025 (event date)	Research Office; Department of Strategic Development and International Programs	≥5 countries represented by presenters Qualitative: post-event collaborations initiated (e.g. an idea for a joint project or publication emerges) positive feedback from attendees about IEU's research environment Quantitative: 100% of MoUs reviewed for research activity
6.4. Monitor and Leverage Partnerships for Research: Implement a periodic review of all active international agreements to identify underused partnerships that have research potential. Activate at least one dormant partnership via a new joint research initiative.	Review in Spring 2025	Department of Strategic Development and International Programs; Research Office	of ≥1 new research activity started via an existing partner link Qualitative: better understanding of partnership outcomes ensure agreements yield tangible collaborations (moving from "on paper" to active projects)