

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

Internationalization Strategy and Action Plan

University: Yerevan Haybusak University

Country: Armenia

1. Internationalization Strategy (2025-2030)

1.1 Institutional Mission, Vision and Alignment

- Mission: Haybusak teaches, conducts research, and serves society, preparing competent professionals, researchers, and citizens who improve the lives of their communities.

Vision: Thousands of professionals and scientists who consistently improve the well-being of people and communities and preserve the environment.

- Strategic alignment of internationalization with institutional priorities: Internationalization serves to enhance YHU as a research institution and improve the quality of curriculum and educational process and its international visibility.

1.2 Strategic Objectives for Internationalization

The strategic goal for 2025-2030 is to “Promote the internationalization process and culture”, which contain ten sub-goals listed in the Action plan.

1.3 Priority Areas and Approaches

Mobility, joint research, internationalized and English-taught study programs, international visibility, alumni and diaspora cooperation, easy induction of international students.

1.4 Key Performance Indicators (KPIs)

Number of: incoming students, incoming teachers, outgoing students, outgoing teachers, projects, papers, conferences, participants, events, mutual visits, joint publications, double or dual study programs, updated and new study programs, study programs in English, international students, international staff, digital libraries subscriptions, digital library users, marketing measures, students in English course, staff in English course, updates of international student guide, places of

dormitory open, translated documents, regulations related to internationalization, students attending governing councils, organized summer schools, students participated in summer schools, of organized cultural events, participants in cultural events, members in alumni association.
Percent of: ongoing cooperations, domestic students having CEFR B2+, domestic staff having CEFR B2+.

1.5 Institutional Enablers

Mobility and research funds, agreements with HEIs, staff time and experience, journal access, conference and equipment budgets, communication platform, travel funding, curriculum design, partnerships, marketing tools and materials, Google classroom, IT staff, website and social platforms, feedback system, instructors, materials, English resource centre, translators, dormitory, council inclusion policy, communicational support, curriculum, logistics, partner involvement, event budgets, facilities, promotion, outreach tools, incentives, success stories

1.6 Monitoring and Evaluation Plan

Council session reporting, Scopus/Web of Science/Google Scholar metric, digital library statistics, English placement tests, surveys, feedback collecting, percentage of student satisfaction, retention rates.

2. Internationalization Action Plan (2026)

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

Objective	Action	KPI	Result	Assignee	Timeline
International mobility and training	Develop joint training and exchange programs	# incoming students # incoming teachers # outgoing students # outgoing teachers	15 5 15 5	International Relations Office (IRO)	Q1-Q4
Internationalization of research	1. Launch joint research projects 2. Publish in peer-reviewed journals 3. Participate in int. conferences 4. Engage in EUA, Erasmus+ calls and other int. educ. organizations	# projects # papers # conferences # participants # events	1 16 3 5 1	Research Resource Centre, Science Pro-Rector Office	Q1-Q4
Diaspora cooperation	Launch "Diaspora Scholars" programme	Active programme # mutual visits # joint publications	- 2 2	Research Resource Centre	Q1-Q4

		% of ongoing cooperations			
Internationalization of education	1. Conclude joint study programs 2. Update SPs to EU standards 3. Add English-medium SPs 4. Raise the number of intl' students and staff 5. Subscribe to int. digital libraries 6. Increase YHU international reputation and ranking	# double or dual SP # updated and new SP # English SP # int. students # int. staff # digital libraries subscrib. # of library users # marketing measures Rank positions	1 3 18 1000 10 2 200 10	Institutes' Dean's offices, IRO	Q1-Q4
Widen knowledge of English	1. Conduct additional English courses 2. Double the hours of English in curricula	# students trained # staff trained % dom. stud. CEFR B2+ % dom. staff CEFR B2+	20 10 20 25	Foreign Languages Chair	Q1-Q4
Ease induction of international students	1. Provide information 2. Support int. students on pre-arrival, arrival and living stage 3. Make materials and regulations accessible to int. students	# updates of int. stud. guide # places of dormitory open # translated documents # regulations on internationalization	1 50 5 1	IRO	Q1-Q4
Involvement of international students in YHU governance	Involve and train students in University, Academic and Student councils	# attending students	5	CDEQA	Q1-Q4
International Summer Schools	Organize, co-host with partner HEI or participate in summer schools	# schools # students	1 100	Institutes' dean offices	Q1-Q4
International cultural events	Organize international cultural events at YHU	# events # participants	1 100	IRO	Q1-Q4
Alumni cooperation	1. Establish alumni association 2. Form alumni database 3. Engage alumni for participation	Active alumni association database file # alumni	- 1 50	Medicine Institute Dean's office	Q1-Q4