



TOOLKIT WP 2

REPORT

**DEVELOPING STRATEGIC
PLANS FOR
INTERNATIONALIZATION**

Co-funded by the
Erasmus+ Programme
of the European Union



Table of contents

1. Introduction.....	3
2. Work package steps.....	3
2.1. Step1: train the trainers at an European university	4
2.2. Step 2: adoption of the new tools and practices at the beneficiary universities	5
2.3. Step 3: national workshops in each country.....	5
3. Results.....	6
4. Myanmar	7
5. Laos.....	9
6. Sri Lanka	10
7. Conclusions	12
8. Annexes.....	13
ANNEX 1 - University of Yangon.....	13
ANNEX 2 - Yezin Agricultural University	21
ANNEX 3 - Yangon University of Economics.....	27
ANNEX 4 - National University of Laos	35
ANNEX 5 - Souphanouvong University	38
ANNEX 6 - University of Peradeniya	42
ANNEX 7 - University of Kelaniya.....	44

1. Introduction

Work Package 2 is aimed at supporting beneficiary universities in developing or updating their internationalization strategies at institutional level. Through this work, it was expected to trigger internal institutional discussions on the need of such a strategy, on ways to develop and monitor it, on the key people and/or structures responsible for it in a particular institutional setting as well as on internal and external stakeholders and institutional/national decision makers to be consulted.

The report “Development an Asian Way to Internationalisation: Needs and Priorities in Laos, Myanmar and Sri Lanka”, produced under Work Package 1, has brought to light national features of the three countries in respect to internationalization approaches, challenges and expectations of students, staff and institutions. All the three countries have indicated, directly or indirectly needs for internationalization at national levels. (through quality assurance) However, all three of them are facing the same challenges of lack of funding, strict regulations and need to get an approval from the national bodies for any strategic document. The other challenges identified in the report (lack of staff working full time for internationalization, excessive bureaucratization, insufficient qualification of academic staff and weak and/or non- existent quality assurance, credit and credit transfer systems) set the scene for the content and trajectories of activities planned in the Work Package 2.

The guiding principle of the Work Package 2 is that there is no “one size fits all” as it comes to strategic decisions. Internationalization strategy always involves changes in institutional mind-set and it represents a process that cannot be imported, instead, it should be lived through step by step. Each partner university is expected to find and develop its own ways suitable for its working culture and setting. Toolkit partners are asked to respond to the vision and mission of their institutions, to take into account internal and external challenges, to set realistic goals and decide on step-by-step activities to reach them.

2. Work package steps

Four steps have been planned to reach the goal of the Work Package 2:

Step1: Train the trainers at a European university;

Step 2: Adoption of the new tools and practices at the beneficiary universities;

Step 3: National Workshops in each country involving the Ministries of Education and other universities of the respective countries;

Step 4: Development of guidelines and tools that can be used by other Asian Universities.

2.1. Step1: train the trainers at an European university

The workshop on internationalisation strategies took place at Vilnius University, Lithuania on 7-11 October 2019. The workshop was attended by 14 participants (2 representatives from each partner university) as well as 1 representative from Uppsala University and 2 representatives from Bologna University.

The aim of the workshop was to acquaint the partners with the different ways to approach strategic planning on internationalization and to provide hands-on experience in the use of the tools for strategy development. The initial part of the training consisted of an introduction to and discussions on approaches to internationalization strategies of all the three European Universities (Uppsala, Bologna and Vilnius). The participants visited the Faculty of Philology and had a session with the Dean of the Faculty on internationalization strategy at faculty level to learn how it relates to the institutional one. During the meeting with the President of Vilnius University Student Union, it was highlighted the student role in the internationalization process. The discussion revealed that the student participation in setting internationalization strategy had never been considered before by the partner universities.

The hands-on part of the training consisted of the presentations on SWOT analysis and points of reference for writing internationalization strategy and action plan. Interactive SWOT game allowed the participants to come into grips with the methodology as well as to realize that, depending on the situation, the strengths in one case might not be considered as such in another. Then the participants were broken down into groups and produced their SWOT analyses, identified gaps, considered necessary action lines and drew action plans. The mock strategies and plans were introduced for the whole group, approaches explained and feedback from participants was discussed.

Lessons learned:

- ❖ All institutions identified more or less the same weaknesses: a) weak infrastructure and lack of financial resources; b) insufficient international exposure for academic and administrative staff; c) lack of stable administrative staff dealing with internationalization; d) no scholarships for international and/or mobile students; e) lack of incentive programmes for skilled personnel or training for the new.
- ❖ The dominant threats in all three countries are: a) visa requirements for students; b) lack of institutional autonomy; c) lack of human resources due to governmental regulations; d) lack of comprehensive approach to internationalisation at the governmental level.
- ❖ The identified opportunities are related to governmental policies that are showing positive evolution to ensure visibility and academic quality.
- ❖ Stakeholders (students, local community) are not much taken in consideration in discussions on internationalization strategies.
- ❖ All identified internationalization activities are primarily geared towards increasing quality of studies, mobility and visibility of institutions. "Internationalisation at home" is not yet a prominent priority, though the need for it has been voiced.

2.2. Step 2: adoption of the new tools and practices at the beneficiary universities

This activity took place individually at each partner university. The representatives from partner universities carried back the skeletons of the SWOT analysis, action lines and action plans on which they had worked together in Vilnius with the colleagues. Each university took a different approach to further developing its strategy depending on the needs, size and rules of governance.

2.3. Step 3: national workshops in each country

The aim of the national workshop is to present the work done at partner universities to the staff of other universities in the country and to representatives from the respective Ministries of Higher Education. Two physical workshops took place:

- ◆ University of Yangon, Yangon, January 11th, 2020. The meeting was attended by 60 participants from partner universities and from those that are not consortium members. One Representative of the Ministry took part in the event.
- ◆ National University of Laos, Vientiane Laos, January 14th, 2020. The meeting was attended mostly by the representatives of partner universities; all the other public universities of the country were represented as well as 2 representatives from the Ministry of Education and Sports.

During both events, the results of the survey “Development an Asian Way to Internationalisation: Needs and Priorities in Laos, Myanmar and Sri Lanka” were illustrated together with general approaches to development of internationalization strategies. The partners shared their insights from the training event in Vilnius and the work that has been carried out after their return. The discussions have shown that the institutions rely heavily on the work that has been done so far, but they need more time to ensure wider outreach, support and understanding of internationalization strategies within the institutions.

The most positive outcomes of the events can be summarized as follows:

- ◆ Quite a large number of higher education institutions of the country, especially in Myanmar, were acquainted with the first results of the project and had the opportunity to reflect and discuss them with their peers.
- ◆ The official authorities of both countries supported and promised their help in the implementation of project results.
- ◆ The universities claimed that the national workshop was an inspiration to further revise their strategies.

The event in Sri Lanka had to be postponed because of the ongoing elections in the country and of the uncertainty on who will take the offices in the Ministry. At first, it had been decided to organize the National Workshop in July 2020, but the Covid-19 outbreak and the worldwide health emergency forced to rethink and reschedule the event next fall in online format.

3. Results

The final step of the Work Package 2 (Step 4: development of guidelines and tools that can be used at other Asian Universities) will be taken in conjunction with Work Package 5 and 7 when all the partners will agree on and finalise their strategies and, hopefully, will be able to have the first experience of their implementation challenges. The universities might decide that their strategies, especially action plans, need some more fine-tuning and refining after all the TOOLKIT project trainings will be finished.

In the following part, the report describes the activities and the results of each single university, according to the documents produced and shared by partners after the training in Vilnius.

4. Myanmar

University of Yangon

The University of Yangon developed its internationalisation strategy as a part of the general Master Plan “Active Public Presence and Visibility Locally and internationally”. The Master plan sets out two objectives relating to international engagement:

- Clearly formulated and well communicated public mission of the university and strategy for domestic and international engagement
- Strong development partnerships with the most relevant and dedicated domestic and international universities and organization

In order to reach these general objectives a list of preparatory actions has been decided, based on the identified needs. The strategy also defines a set of relevant institutional principles for collaboration, which will enable the University to assert its own interests through collaborative activities. These principles are focused on the willingness to play an active role in international partnerships, to share information, responsibilities and outcomes of the collaborative activities carried out with partner universities and to foster transparency and accountability of the results.

The guiding principles are used both for the assessment of existing partnerships and projects and for the establishment of new ones.

Strategic partnerships are considered both at department and service level and at institutional level, focusing on the benefits not only for the University of Yangon, but also for partner institutions.

Partnerships are developed not only with other universities, but also with non-academic bodies such as NGOs, civil society organisations and the private sector, including both local and international businesses.

Aims of the partnership are the increase of collaboration in joint research and capacity building in order to have a positive impact on the University and the development of the country more widely.

The strategic document prioritizes international students and projects as well.

The strategy considers also the implementation phase and interestingly decides a change in the name of the unit in charge of internationalization from “International Relations Office” in “International Cooperation Office (ICO)” under the new Pro-Rector for Institutional Development, making clear the need to mark a shift in the current paradigm. It clearly states the needs for infrastructure and staff in order to achieve the expected results.

The action plan developed after the training in Vilnius and based on the strategy sets 4 main targets:

1. Enhance staff and student capacity
2. Set up Internationalization strategy
3. Develop infrastructure
4. Promote Good University Governance

These main targets are broken down into well-defined sub-activities, indicators, responsible staff, necessary resources and due dates for implementation.

The document plans quite a number of prerequisites and preparatory activities that should establish solid ground for deeper internationalization. As an initial stage, it sets clear priorities, relevant for the institution at this particular moment of its development and gives clear trajectories for the future, showing where the university wants to go.

The strategy is awaiting for the approval from the relevant national authorities.

Yezin Agricultural University

The strategic plan of YAU sets its Vision, Mission and four strategic objectives, all linked to the peculiar nature of the university that is the only higher education institution of the country in the field of agriculture and is managed by the Ministry of Agriculture, Livestock and Irrigation (MoALI) of Myanmar. Vision and Mission focus on the service to society and the country in a very important sector for Myanmar economy: education to provide business with well-trained professionals and research to improve the productivity of the country agriculture.

The internationalization strategy defines 4 main objectives that are well connected to the vision and mission of the institution and are derived from the SWOT analysis:

1. To enhance internationalization of curriculum and mobility;
2. To promote and act on global concern regarding agricultural innovation and environmental conservation;
3. To acquire diverse yet adaptable international practices and adopt them for national improvement;
4. To promote good university governance.

The Action Plan presents activities, responsible staff, success indicators and required resources for each goal. The timelines for the activities are not provided. It is noteworthy that “urgent needs” activities to be performed in parallel and affecting internationalization efforts are clearly identified.

The strategy has been approved by the administrative board and awaits for governmental approval.

Yangon University of Economics

The university is still in the process of developing its internationalization strategy and intends to have it finalized by the end of 2020. The strategic process is connected to the plan of the Ministry of Education to allow Yangon University of Economics to operate as an autonomous institution.

Yangon University of Economics is planning to organize a workshop on the internationalization strategy with other three universities of Economics in the country. The organization had to be postponed because of the COVID quarantine measures.

Five main relevant target areas of the strategy have been identified:

1. Advancing international cooperation in teaching, learning and research;
2. Promoting mobility opportunities for students and staff;

3. Upgrading capacity for teachers and administrative staff;
4. Developing curriculum and syllabus aligned with standards of the international accreditation bodies;
5. Upgrading hardware and soft skill of the international relations office.

The targets are closely related to quality, curriculum development and staff capacity building. They are as well connected to the future status of the university as measures ensuring a long term sustainability of the new planned institutional structure.

5. Laos

National University of Laos

The internationalization strategy is embedded in the overall university strategy articulated in eight programs. Program 8, defined as “develop domestic and international cooperation”, is directly related to the international dimension and its development is under the direct responsibility of the Office of International Relations. Other programs have international components, namely number 3 (Develop to be the hub of scientific research and academic services) and 6 (Improve, expand and develop infrastructure and facilities towards international standards). The Office of International Relations plays a central and coordination role and is in charge of the activities on international cooperation and partnership. The main targets of the internationalisation strategy are:

1. Development programs for internationalization;
2. Staff and student mobility programs;
3. Joint-development projects with domestic and international partnerships;
4. Academic exchange programs;
5. Research collaboration projects;
6. Educational visit projects;
7. Information exchange.

The plan aims to develop own programmes on internationalization and academic exchange.

The plan responds to the Government’s policy as well as to the Ministry of Education and Sports vision and is linked to the status of the National University of Laos (NUOL) as the oldest and main higher education institution of the country.

The National University of Laos is committed and actively engaged to establish its academic collaboration and cooperation with a number of foreign universities, institutions and international organizations, to train graduates equipped with high quality professional, language and intercultural skills. In order to meet this ambition, the strategy focuses on science and technology, language education, student mobility programs and emphasizes the implementation of a credit transfer system.

The university plan for internationalization is going to be discussed internally with faculties, institutional structures and offices and will be finalised by the end of 2020.

The strategy is planned to be approved by the university administrative board.

Souphanouvong University

The strategic plan for internationalization is based on the SWOT analysis performed and sets clear vision and mission of the internationalization strategy. The strategy is interconnected with the vision of the university and aligns with Souphanouvong University overall 5-year plan (2020-2024).

The action plan sets a main goal that is to increase international exchange opportunities for students, staff and researchers. A list of 19 activities explains how this overarching goal will be achieved. For each activity, the action plan defines the responsibilities (offices and staff), the indicators, due dates for the actions and the required resources. The foreseen actions can be grouped in these dimensions:

- An improvement of education quality of the university to meet national and regional standards;
- An improvement of scientific research and academic services quality to reach national and regional levels;
- An extension of infrastructure and facilities to allow the opening of more degree programs;
- An extension of more active internal and external cooperation;
- An increase of staff and student mobility opportunities.

The strategy has been developed by the International Relations Office through a collaborative process involving the highest management level of the university and it is approved by the University President. The management of the University, faculties, offices, service centres as well as teaching and administrative staff and students are invested with implementation responsibility.

6. Sri Lanka

University of Peradeniya

The university developed a document named “Strategic Focus” regarding internationalization. The document exploits two institutional goals linked to international dimension of the University’s Cooperate Plan 2017-2021:

01. Enhance quality and relevance of undergraduate and postgraduate in the university, complying with International standards;
02. Develop resources to enhance the quality of research in order to contribute to the national and International requirements.

Each of the goals is declined by clear objectives, strategies and key actions to reach them. This is a good reference document to further develop a more detailed and workable strategy and action plan.

The Office of International Relations has developed an internationalisation policy document that awaits the approval of university authorities.

University of Kelaniya

The International strategy of the university is organically and comprehensively incorporated in the University of Kelaniya Corporate Plan 2020-2024 and related action plan. The Corporate Plan sets the mission and vision of the university and defines five institutional goals. Three of these goals are connected to the internationalization strategy:

01. To create a high quality and flexible teaching and learning environment;
02. To develop the highest quality faculty and staff to attain the strategic goals of the university;
03. To create a multi-disciplinary research culture of global standing.

For each goal, the Corporate Plan defines objectives, strategies/activities and Key Performance Indicators with desired target for each year of the plan.

The Corporate Plan defines the mission of each structure within the university. The mission of the Centre for International Affairs, which is the unit in charge of internationalization policies, is the following: *“The Centre for International Affairs is the first contact point for any international scholar, grant agency, prospective student or university and envisages encouraging and supporting academics and students in their research/ study activities by providing assistance through funding, links with international universities and guidance to meet the university's goal of becoming an internationally recognized leader in the development and implementation of a knowledge-based society”*.

The Corporate Plan incorporates detailed action plan for the year 2020 and a corporate plan for the period 2020-2024 for each structure of the university.

For internationalisation, the plans indicate very concrete objectives, activities, planned implementation strategy, performance targets, key indicators, timelines, responsible unit, and estimated costs. The detailed internationalisation action plan rests on well-developed SWOT analysis that provides the rationale for the chosen activities.

Objectives defined for the international dimension by the Corporate Plan 2020-2024 are the following:

- To enhance international opportunities for student learning (goal 01)
- To create learning opportunities and to increase support (financial) for all categories of staff to obtain relevant requisite academic or professional qualifications (goal 02)
- To increase interdisciplinary research (goal 03)

Objectives defined for the international dimension by the Action Plan 2020 are the following:

For goal 01:

- Increase the number of student exchange programmes;
- Increase the number of international students;
- Increase facilities available for international students;
- Student Volunteer Programme.

For goal 02:

- Increase the number of links with international partners;

- Increase the number of incoming and outgoing mobility of overseas academic and administrative staff for training;
- Increase the number of links with international partners.

For goal 03:

- Increase the number of links with international partners for collaborative research.

The Corporate plan 2020-2024 has already been approved by the University Grants Commission and it is now waiting for the approval of the Ministry of Higher Education of Sri Lanka. The Government Treasury also has a copy as a document to justify allocated funds. The finalisation process had been stalled by COVID- 19 outbreak.

7. Conclusions

The discussions and the cooperative activities carried out during this project phase have proven that we cannot have a “one size fits all” approach. We can share methods and best practices, yet each institution designs and tailors its own strategic planning in accordance with its internal context, its own community and culture. There are of course common trends and goals that pertain to the internationalization of the Higher Education Sector -one for all- improving the quality of teaching, learning and research. This leads to the widespread concept that internationalization cannot be regarded as a goal *per se* but as an opportunity, a mean to enhance and change the whole university, ranging from the quality of its academic offering to its staff capacity and students profiles. All partners have translated and enacted this transversal function of internationalization differently although all of them have set their internationalization strategies, their action plans into the wider frame of a general planning. Accordingly, in some cases, we do not have a defined, specific plan for internationalization, but relevant goals and actions are envisaged in the University Master Plan. Certainly, what has been conceived so far by TOOLKIT partners in terms of strategic goals for internationalization will represent the primary source and the ground for the activities and trainings of the next projects phases. At the same time, in a dynamic way, the future trainings and collaborative activities will bring new perspectives and new considerations that may partially be integrated in these strategic plans. Finally, strategic plans are effective and serve their function when the entire university community endorse them; this is why we expect that discussion, presentation on strategic planning will be an important topic of the INFO Days and Academic meetings foreseen in the projects’ dissemination activities.

8. Annexes

All the annexes are to be considered internal documents that have been collected for reference use, since some strategic plans are awaiting approval from the relevant authorities. Notwithstanding, these documents prove the internal discussions that are currently carried out about the whys and the hows internationalization should be strategically regarded and approached at institutional level.

ANNEX 1 - University of Yangon

University of Yangon International

Engagement Strategy

Background

1. An essential element of the Master Plan for the Revitalisation of the University is the development of international cooperation and partnerships which will transform both teaching and research. This will raise the profile of the University internationally as the flagship higher education institution in Myanmar, bring teaching up to international standards and enable faculty to develop collaborative research links around the world. The aim of the International Engagement Strategy is to turn the aspirations of the Master Plan into results.
2. Chapter 9 of the current draft of the Master Plan (Active Public Presence and Visibility Locally and Internationally) sets out two objectives relating to international engagement:
 - Clearly formulated and well communicated public mission of the university and strategy for domestic and international engagement
 - Strong development partnerships with the most relevant and dedicated domestic and international universities and organization
3. To deliver the international components of these objectives the following activities are proposed:
 - Complete the inventory of the international development partners and assessment of the past and current collaborations;
 - Identify a number of key strategic partners which have shown the greatest dedication and contributed the most relevant resources towards the process of revitalization of the University;
 - Prioritize areas and forms of collaboration to ensure the most effective implementation of the revitalization strategy and utilization of UY's current capacity and communicate the development priorities and specific needs in expertise, technical assistance and capacity building to the partners and proceed to formulate well-appointed collaborative projects related to the implementation of the Master Plan
 - Develop and publicize the UY International Strategy which will reflect the needs of the implementation of the Master Plan and the ambitions of internationalization of UY's profile,

programs and engagements

- Establish an Office of International Cooperation tasked with the implementation of International Strategy and coordination of all international partnerships, provide relevant exposure and training opportunities to the key staff of the Office.

Principles of Collaboration

4. The International Engagement Strategy should focus on what the University wants to achieve through international collaboration. It should be guided by principles which will enable the University to assert its own interests through all collaborative activity. The ten Principles of Collaboration are:

1.	Aims and objectives must be decided together with the partner, not imposed by one side or the other. This means that UY must be involved in writing proposals for collaborative projects, and in drafting MOUs.
2.	To build trust, all information must be shared by the partners at all stages of the project or collaboration.
3.	MOUs and other agreements should define a shared responsibility for activities and outcomes.
4.	UY and its partners should create transparency in all their communications. activity should be reported by all partners on their own or a common website.
5.	Research data must be jointly analysed. Even if samples and data need to be taken outside Myanmar to access equipment unavailable here, Myanmar researchers must take part in the analysis. Data and analysis must be made freely available to researchers in Myanmar.
6.	Intellectual Property arising out of the activity should be shared equitably. Ownership should be agreed at the project design stage.
7.	All publications, conference papers, patents and other results of research collaboration must be jointly authored with at least one member of UY staff.
8.	Any income arising out of the collaboration (for example, from the development of new medicines based on Myanmar plants) must be shared equitably.
9.	All collaborations must include a measurable element of capacity-building for the benefit of Myanmar participants.
10.	Monitoring, evaluation and reporting must be transparent, and accountability shared.

University partnerships and projects

5. At present the University has 54 MOUs with universities outside Myanmar, is engaged in around ten major international donor-funded capacity-building projects and welcomes around 50 international students (mainly to the Department of Myanmar) each year.
6. The current 54 MOUs with other universities are being analysed to determine which adhere to these principles, and which have been and continue to be beneficial to UY. Those that are beneficial should be continued, and those that are not, or where no activity has taken place, should be cancelled. All new MOUs and other agreements should be written to incorporate these collaborative principles. All MOUs should indicate clearly which UY Departments are participating, and who is the responsible person at each partner institution. There should be a process of reporting on activities and results at least once a year.
7. As far as possible the ten Principles of Collaboration should be applied to current projects. They should be shared with project partners, and there should be a discussion on how the Principles can be applied to existing and planned activity. All new projects should include the Principles at the design phase.
8. Each Department at UY should identify one (or possibly more) Strategic Partner from among those universities with which it has an MOU or other form of collaboration. UY should define the anticipated role of the Strategic Partner, setting out the potential benefits to the Partner as well as to UY. The Partnership Agreement should include the Principles of Collaboration. The Strategic Partner should be able to contribute most if not all of the following:
 - Capacity-building for UY staff, focusing on both teaching and research skills
 - Joint curriculum development for UY
 - Joint research
 - Sharing of information, publications, and access to online and library materials
 - Joint participation in conferences and symposia, including initiating international events at UY
 - Identifying sources of funding to support the Partnership
9. Strategic Partnerships should not be restricted to academic departments, but should also be considered for the Library and other cross-cutting areas like Academic Planning, Quality, and Office for International Affairs, Communications, Health & Safety, Student Services etc. Academic excellence can only be achieved if support services are also developed to the highest level.
10. Strategic Partnerships require an institutional commitment by the Partner, either at Departmental, Faculty or University level. Partnerships based around one individual in the Partner Institution may not be sustainable in the long-term and may result in the Partnership moving ahead in a narrow field without supporting the development of the Department as a whole.
11. Once the first group of Strategic Partners has been identified they should be invited to UY for a Partners Meeting in December 2020 as part of the celebrations of UY's centenary to share best

practice and look at common problems of implementation. Partner contributions should be acknowledged and publicised wherever possible. Consideration might also be given to the award of Honorary Degrees to individuals from partner institutions that have made an outstanding contribution to the revitalisation of UY.

12. Currently the three main university partners are Central European University (Hungary), Australian National University and National University of Singapore. These three are committed to working with UY in the long term, across several departments, and take a great interest in the overall development of the University.

Non-university partnerships

13. The University should not restrict its international partnerships to other universities but should also increase collaboration in joint research and capacity building with International and local NGOs and civil society organisations, and also with the private sector, including both local and international businesses.
14. Involving the University in projects run by international development partners (government and international agencies, UN and related bodies, INGOs) would have a positive impact on the University and the development of the country more widely. First, university faculty would be exposed to up-to-date research methodologies, and have the opportunity to contribute to published papers and reports. There would be opportunities for capacity-building, potential sources of external income, and career development. Secondly, this would impact on teaching, allowing the learning from the latest research to be included in the curriculum. Thirdly, new skills and knowledge would be passed on to the students, and thus they would have more opportunities to contribute to research and development in Myanmar. Fourthly, this would reduce dependency on outside expertise as well as funding, which currently exacerbates the cycle of under-development.
15. Unfortunately, in the worst cases international researchers gather data or samples in Myanmar with support from local colleagues: these are then taken away for analysis, and results sometimes published by the foreign researcher without any joint authorship or even acknowledgement of the Myanmar input. This is plainly unethical if not criminal, and adherence to the Principles of Collaboration would prevent this happening.
16. There are examples of good practice in collaboration with INGOs:

Research collaboration between the Department of Zoology and WorldFish

The title of the project is 'Incentive to conserve Hilsa (Tenulosa isilisha) in Myanmar'. It is one-year project (Oct 2017-Nov 2018) supported by the UK Government's Darwin Initiative. It was proposed by the International Institutes for Environmental Development (IIED, an international policy and action research organisation). It is for collaborative research between University of Yangon, WorldFish (an International NGO), the Department of Fishery and IIED. The objectives of this research are (1) to examine the reproductive biology of Hilsa in Myanmar and (2) to study the migration of Hilsa in Myanmar. The responsible persons are Dr Thida Ei from UY, Dr Khin Mg Soe from WorldFish, Dr Nyunt Wai from DoF and Dr Essam from IIED. The results of the research will contribute significantly to the understanding of the conservation of this nutritionally and economically important species of fish. It is a fully funded research project and the research design is provided by UY, WorldFish and IIED, and demonstrates successful collaboration between the University, an INGO and Government. All the research papers will be jointly published. More information at: <https://www.iied.org/carrots-sticks-incentives-conserve-hilsa-fish-myanmar>

17. In collaborations between the University and businesses, whether local or international, it is also important to adhere to the Principles of Collaboration. Some programs, notably the JICA-funded Collaborative Research Program with Industry (CRI) demonstrate good practice and the application of the Principles of Collaboration (see box below)

Origin, Ore Genesis and Deposit Modelling of the Orogenic Gold Deposit, Shwegyin Gold District, Bago Region, Myanmar

This two-year project was a three-way collaboration between the University of Yangon, Kyushu University (Japan) and the Nittetsu Mining Company Limited. Nittetsu provided approximately 20% of the funding of the project, as well as contributing staff time at the investigation sites. The proposal was prepared by the University of Yangon. The Principal Investigator was Dr May Thwe Aye from the Department of Geology, University of Yangon, and the Co-investigator Prof Dr Koichiro Watanabe from Kyushu University. Kyushu University partners contributed to the research design and some of the analysis took place in their laboratories where equipment was not available in Myanmar. About half the research budget was for equipment and spare parts, which have been retained by the University of Yangon following completion of the project. All papers resulting from the project have been or will be jointly published.

International students

18. At present the responsibility for international students is shared between the Student Services Team and the receiving department (usually but not always the Department of Myanmar). With increasing numbers of international students, including those coming through exchange programmes like EU-Share, consideration needs to be given as to whether the Office of International Cooperation should play a role in supporting international students, and, if so, how this should be resourced.

International projects

The University is a partner in a number of projects funded by international agencies. Typically, these projects involve other universities in Myanmar and neighbouring countries as well as European partners. As of February 2019, these include:

- TIDE (UK Aid SPHEIR Programme) developing distance education teaching materials for Environmental Studies. Lead partner Open University (UK)
- CABARET (Erasmus+ Capacity-Building) to develop disaster preparedness training. Lead partner Huddersfield University (UK)
- CHINLONE (Erasmus+ Capacity-Building) Modernization and Internationalization of Higher Education in Myanmar. Lead Partner University of Bologna (Italy).
- DEEM (Erasmus+ Capacity-Building) Developing Energy Education in the Mekong region. Lead partner Turku University (Finland)
- TOOLKIT. (Erasmus+ Capacity-Building) Developing International Relations Offices in universities in Sri Lanka, Myanmar and Laos. Lead Partner Bologna (Italy).

- EU-Share. Project funded by the EU managed by a consortium of partners to promote student mobility in the ASEAN region.
 - NutriSEA. (Erasmus+ Capacity-Building). Recently completed project to develop teaching materials in areas related to food production in SE Asia. Lead Partner Ghent (Belgium).
19. The University participates in a wide range of other international programmes, including the Fulbright Program (USA), DAAD (Germany), JICA (Japan), KFAS (Korea). Scholarships are available for graduate students and faculty through a number of schemes funded by international agencies and individual universities. It is a task of the ICO to liaise with the international bodies, disseminate information about all these opportunities, support applications, and keep records of participation.

Implementation

20. To implement this Strategy the current International Relations Office should be transformed into the International Cooperation Office (ICO) under the new Pro-Rector for Institutional Development.

*Name of the Office: there is a great variety of different names used in universities around the world. These include International Office, International Relations Office, Office of International Affairs, Office of Global Affairs, Office of Global Engagement, Global Relations Office, Office of International Collaboration etc. Currently at UY the designated name is International Relations Office (IRO) but this leads to confusion with the academic Department of International Relations. **International Cooperation Office** is therefore preferred.*

21. To be successful, the ICO will need:
- A full time senior administrative Director of the ICO. Job description and person specification are set out in Annex 1.
 - Modern office space with at least two networked PCs.
 - Junior administrative support.
 - Guidance from the current ICO core team and other departmental representatives acting and an International Cooperation Committee.
22. A lot more needs to be worked out in detail, and in particular consideration to the role to be played by the ICO in supporting incoming international students and outgoing exchange students.
23. One of main duties of the Director of the ICO will be to communicate, inform, document and evaluate international activities. The lack of a filing system for international activities is a serious impediment to effective working. Annual international reports should be made to the University Senate.

ANNEX 1: JOB DESCRIPTION AND PERSON SPECIFICATION

Director of the International Cooperation Office

Job Purpose

To guide and support the development of the University's international strategy and activities in accordance with the Master Plan and other policies as they are developed.

Reporting to:

Pro Rector for Academic Affairs, until the appointment of the new Pro Rector for Institutional Development, at which point the Director ICO would come into the Institutional Development portfolio.

Grade

Senior Administrator

Duties

- To develop the University's international strategy, guide implementation, and report on a regular basis to Pro-Rector and Senate
- To oversee the development of the University's Strategic Partnerships, providing support to heads of department on implementation and liaising with international partners. Ensuring that all partnerships work in the interest of UY.
- To advise the Rector and Pro-Rectors on all aspects of international activity: prepare briefing notes and position papers for meetings in Myanmar and other countries.
- To receive incoming visitors and delegations to ensure the University achieves maximum benefit from all visits, and that visitors are courteously welcomed and receive a positive impression of the University.
- To develop training programmes for other staff involved in international activities, so that the OIA is seen across the University as a source of expertise and advice on all international matters.
- To participate in meetings relating to externally-funded projects. Advising the Rector and Pro-Rectors on resource and capacity implications of new projects. Ensure effective collaboration between projects addressing similar areas or with overlapping aims.
- To work closely with colleagues in other areas of administration across the University, especially with the Communications Team and those responsible for developing the

University's website. Other significant areas of collaboration will include Student Affairs (for looking after international students), the International Guesthouse (accommodation of visitors) and heads of academic departments (reviewing existing collaborations and developing new opportunities).

- To collect data and documentation on all international activities and set up and maintain an effective filing system to ensure that senior management, partners and participants in all projects and programmes have access to the information and guidance they need for implementation and reporting.
- Carrying out other duties when required by the Rector or Pro-Rector.

Person specification

Qualifications, skills, knowledge and experience required:

1. Essential

- A bachelor's degree with good grades from a good university
- A good knowledge of English: able to operate effectively in meetings, manage complex correspondence and write reports
- Project management skills and experience
- Event management skills and experience
- Experience of managing people, and also of working effectively in a team
- Ability to get things done: meeting deadlines
- Can-do attitude: ability to find creative solutions to problems
- Excellent IT skills. Fluent in Microsoft Office.

2. Desirable

- A higher degree (Master's and/or PhD)
- Experience of working or studying outside Myanmar
- Experience of working in an English-speaking environment
- Experience as a faculty member or senior administrator in a higher education institution
- Experience of working in public relations, communications or marketing.
- Financial management skills

ANNEX 2 - Yezin Agricultural University

International Strategy (Outline) of Yezin Agricultural University

Overview of the Institution

Yezin Agricultural University (YAU) is the only centre of higher education in agriculture in the Republic of the Union of Myanmar. It was founded on 22nd December, 1924 in Mandalay. YAU is a public institution located in Nay Pyi Taw in which population range is about 500,000-1,000,000 inhabitants. YAU is officially managed by the Ministry of Agriculture, Livestock and Irrigation (MoALI). Primary functions of YAU are teaching, training, conduction research and providing extension service to public. YAU offers courses and programs leading to officially recognized higher education degrees such as bachelor, master and doctoral degrees in several areas of study.

Vision, Mission and Strategic objectives

Vision

- To be a prime mover of agricultural and rural development in Myanmar through human resource development, and a globally engaged Agricultural University

Mission

- To provide high-class agricultural education and develop human resources for increasing agricultural production through green growth,
- To provide career as well as business option and produce well equipped and professionally qualified agriculturists, both internally and internationally, and
- To upgrade internationally agricultural research and extension constantly

Strategic objectives

- Objective 1** - To enhance internationalization of curriculum and mobility
- Objective 2** - To promote and act on global concern regarding agricultural innovation and environmental conservation
- Objective 3** - To acquire diverse yet adaptable international practices and adopt it for national improvement
- Objective 4** - To promote good university governance

Vilnius Training: experience learned

Chances we have learned:

- To explore the internationalization strategies of Vilnius university, Uppsala university and Bologna university
- To learn some difficulties of these universities in planning internationalization strategies and at the same time, some solutions to overcome these obstacles
- To share knowledge concerning internationalization strategies with some Asian universities

Knowledge what we got and how we are able to:

- To plan the internationalization strategies for Myanmar university based on

experience learned from this workshop

- To know the importance of internationalization for upgrading the university
- To realize to upgrade international relation office

SWOT ANALYSIS: Internationalization Strategy

STRENGTHS

- Located in an administrative capital with green environment
- High young and energetic human resources
- Adaptable and adoptable academic system
- Lecture guides are in English
- International fully and partially funded scholarships
- Government increasing efforts to assist universities for the enhancement of higher education

WEAKNESSES

- Inadequate teaching aids, research capacity program and ICT facilities
- Limited incentive program for skilled personnel of specialized fields
- Weakness of inter-linkages among the institutions within home country
- Weakness in improved organizational set up and less experience for international relationship
- A memorization technique based on rote learning both in basic and higher education system of Myanmar
- No fund for international students at YAU

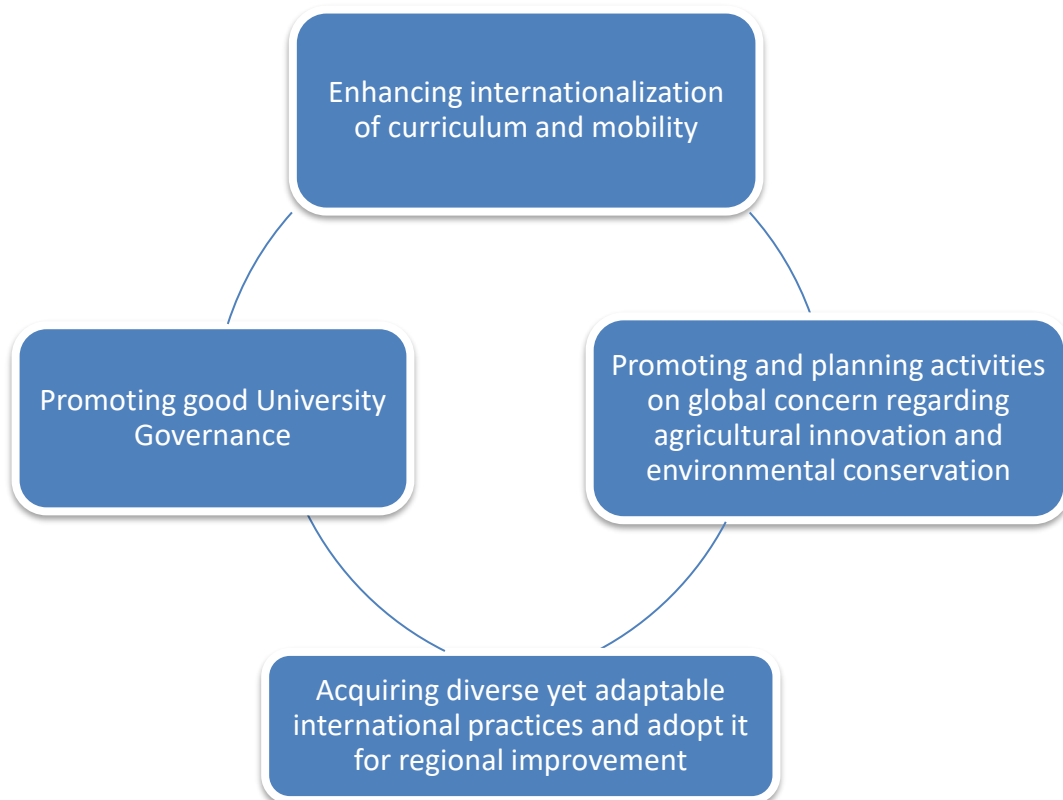
OPPORTUNITIES

- Encouragement of government to be a comprehensive autonomous university
- Encouragement of government to more progressive education sector performance
- Increasing international collaboration and partnership with university
- Higher job opportunity of graduates since our economy is based on agriculture
- ISO certificate

THREATS

- Ministry regulates on agreement with international institutions especially financial matter & responsible department allocation
- Brain draining
- Increased student expectation from university

Strategy action lines derived from SWOT



ACTION PLAN

1) **GOAL-** To enhance internationalization of curriculum and mobility

Activity	Responsible department	Success Indicator	Due Date	Required Resources
Establishing task force for connection, management and implementation	Respective departments & IRO	2 exchange programs each department yearly		University budget and development partners
Standardization/ Revision of curriculum and mobility action	Student affair, respective departments of home and host institutions	Yearly		Resource persons
Internationally accredited study program	Respective departments & QA department	Yearly		AUN frame and NAQAC* frame
Acquiring subject matter specialist (SMS) for benchmarking of curriculum and academic system	Respective departments, centre for research and innovation, IRO	2 International project yearly		Researchers, research partners and funds, post-graduate students
To enhance English language proficiency	Self-study, responsible departments, English native speakers	2 courses yearly		Volunteered native speakers, university budget, funded organization

*AUN-QA - ASEAN University Network-Quality Assurance

*NAQAC - The National Accreditation and Quality Assurance Committee

2) GOAL- To promote and act on global concern regarding agricultural innovation and environmental conservation

Activity	Responsible department	Success Indicator	Due Date	Required Resources
Network establishment among the related institutions (private, public, policy makers etc.)	All departments	Updated network per program every year		Departmental coordinators, IRO, University budget, funded organizations
Collaboration on Innovative agricultural research	Centres for research & innovation, respective department	At least 2 research projects 10 peer review publication in each department, Yearly		Departmental coordinators, IRO, University budget, updated reference books and librarian
Training/capacity building programs to develop talented academicians	All Departments Administrative department board	2 international, 3 local in each 10 persons per each department, yearly		Researchers, university budget selection committee & experts, university Budget
Establishment of monitoring and evaluation (M & E) team.	Administrative board	Team establishment yearly		M&E resource persons, university budget
Development of academic/research publication unit	Departmental coordinators, IRO, Finance department, University Library	Biannual journal and memo graph yearly		Researchers, University budget, Donors, updated reference books
Upgrading the ICT infrastructure	IT department and Administration board	High speed internet access		IT professionals, university budget development partners, Donors

3) GOAL- To promote good university governance

Activity	Responsible department	Success Indicator	Due Date	Required Resources
Develop and promote the institutional autonomy in academic affairs, organization, staffing and financial administration	University council Respective departments	University Charter and Autonomy		Academic board (senate), Administrative board and University budget

Recommendations for the development of internationalization strategy

- Mainstreaming and streamlining
- Prioritization
- Skill building
- Good institutional practices and culture
- Improved interconnectivity
- Well formulated investment strategies
- Sustained political will and supports
- Engagement with stakeholders
- Mindset changes
- Emerging national comprehensive educational development plan
- Professional career planning

Urgent needs

- Strengthening organizational Internationalization
- Curriculum review and reform for matching international universities
- Development of campus as well as teaching, research and learning environment
- Equity and diversity access to education
- Staff development for leadership and management skill
- Strengthening and effective use of IT in degree and non-degree training programs
- Strengthening linkage to industry and technical transfer (investment strategies)

ANNEX 3 - Yangon University of Economics

Internationalization strategic plan

I. Yangon University of Economics

Yangon University of Economics (YUEco) is a State University under Ministry of Education of Myanmar (MOE). It is a professional institute which produces economist, statisticians, accountants, and management personnel for the economic development of Myanmar. The University is offering nine bachelor degrees, nine master degrees, eleven post graduate diploma degrees, and three doctoral degrees. There are at present a total of nine academic departments in the University, out of which five are major departments and the rest are supportive departments. The total students of 6468 are attending in 2018-2019 academic year. According to the long-term plan of the MOE, YUEco is one of the universities which are planned to allow for operating as autonomous university. That makes imperative for YUEco to upgrade its capacities in teaching, learning, research, operation, and administrative matters to be ready and smooth transition to new system.

1.1 Vision

To create the intellectually and morally developed human resources that can effectively utilize in development of national economy.

1.2 Mission

- To be an internationally recognized institution
- To provide the educational services that can assure the quality of our students to the modern economic environment
- To enhance the development and welfare of faculty members
- To build up the required competence and skills needed in research that can be applied in the business community and the public sector
- To fulfil the interests of stakeholders and the society

1.3 SWOT Analysis

STRENGTHS

- Positive reputation as professional institute in the community
- Good location to easily access
- Well established academic programs
- Prescribed textbooks are in English
- Flexible and dedicated academic staff
- Support staff involvement with students
- Active collaboration with both international and local partners

- Convenience and safe accommodation for international students

WEAKNESSES

- Operational structure is difficult to coordinate among departments
- Inadequate facilities and equipment for teaching, learning, and doing research
- Limited resources for faculty and support staff capacity development
- High workload of faculty and staff
- Insufficient incentive programs to maintain talented faculty and staff
- Inadequate communication channels to provide comprehensive and up-to-date information to different stakeholders
- Inexperienced internationalization of IRO department

OPPORTUNITIES

- Ministry of Education is fostering internationalization of higher education institution in national education policies
- Government grants to permit autonomous universities in Myanmar
- Intensive networking among Myanmar universities and foreign universities for academic and research purposes
- Labour market demands the graduates who have international experience and intercultural relations

THREATS

- Lack of financial autonomy for raising and allocation funds for internationalization
- Complicated procedural requirements of several government agencies for internationalization activities
- Lack of clear legal framework for IROs
- Highly competitive market to attract and retain the experienced staff
- Transfer system of academic staff under MOE may slow the internationalization strategies of Universities

II. International Relation Office

International Relation Office of YUEco has been established in 2017 in order to carry out effective international activities of University community.

2.1 Activities of IRO

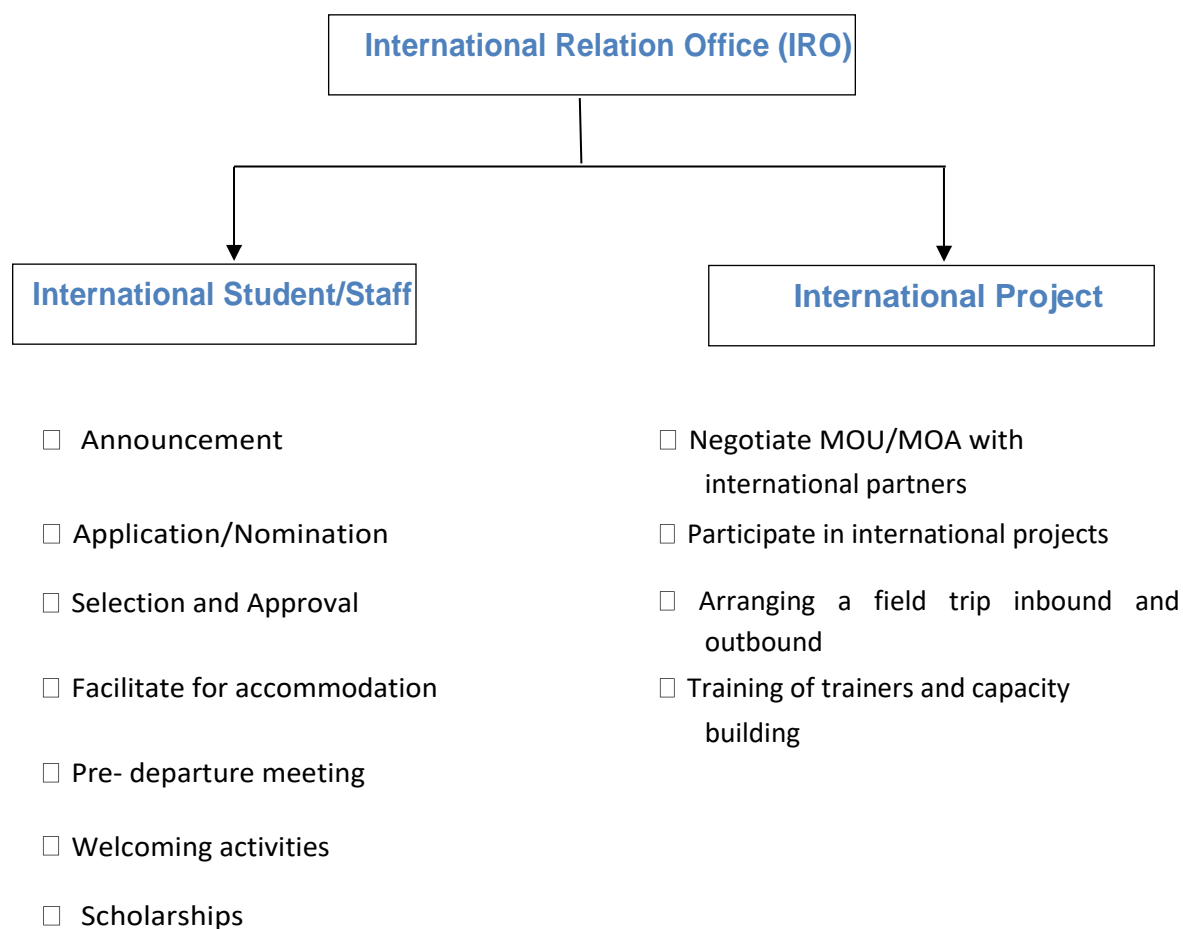
1. Serving as a bridge for the students' opportunities for life- enhancing experiences
2. Seeking and developing the establishment of joint/dual programmes with universities worldwide
3. Facilitating the TOT and workshop for upgrading capacity of faculty members
4. Enabling students to participate in international culture exchange programme to enrich in multi-culture
5. Hosting and participating the activities of international research conference, workshop

and symposium

6. Negotiating and arranging MOU and MOA with international organizations and partner universities

2.2.1 Responsibilities of IRO

Figure (1) Responsibilities of IRO



III. Strategic Plan of Internationalization

In align with the vision and mission of YUEco, the strategic plan for the internalization of YUEco is developed. Vision, mission, goals and objectives of internationalization are developed by analyzing the University context and the suitable internationalization strategies are also formulated to meet these objectives.

3.1 Vision

To facilitate life- enhancing experiences of the faculty and students to develop personally and professionally through the international collaboration, and to enrich their future opportunities.

3.2 Mission

- To establish and promote strategic international partnerships and agreements
- To create opportunities for student mobility and faculty exchange
- To facilitate high-quality education, research and services through international collaboration and scholarship programme.

3.3 Goal:

To strength international mobility for students and staff with well-equipped foreign exposure.

3.4 Specific Objectives:

- To upgrade capacity-building activities of students and staff
- To develop internationalization of curriculum and syllabus
- To promote research and knowledge creation of students and faculty
- To increase valuable agreements and collaboration with international partners
- To upgrade the hardware and soft skills of international relation office
- To enhance the YUE profile of internationalization for better society

3.5 Action Plan:

Table (1) Internationalization Strategic Plans of YUEco

No.	Activity	Responsible Department	Success Indicators	Deadline	Resources Required
1	Creating clear policies for internationally credit transfer systems	Academic and Student Affair, Faculties of Respective Department	Trained academic staff who assure credit recognition	2022	Academic and Student Affair, Faculties of respective Department, University's budget
2	Developing international accredited academic programs	Respective Faculties, YUE Academic Board, QA	At least 2 programs in University	2025	Respective Faculties, QA Framework, Budgets of University and Partner Universities, and Grants of Supported Institutions

No.	Activity	Responsible Department	Success Indicators	Deadline	Resources Required
3	Upgrading curriculum and syllabus to align with international standards	Faculties, Curriculum committee, QA	Approved by Board of Study	Every Year	Faculties, Curriculum committee, QA, Board of Study
4	Clarifying administrative procedures in processing of academic exchanges	IRO, Respective Faculties, MOE, MOFA, Immigrations Department	Reducing long processing time	Every Year	IRO, Respective Faculties, MOE, MOFA, Immigrations Department
5	Developing a guidebook for student and faculty exchange	IRO	A complete guidebook	2021	IRO, University's budget
6	Sharing update and comprehensive information on mobility opportunities to students and staff in timely	IRO, IT Department, Faculties	Number of applying students and staff for international mobility	Every Year	IRO, IT Department, Faculties,
7	Increasing joint research partners and international research publications	Research Department, Faculties	At least 4 joint-research projects and 2 international research publications	Every Year	Research Department, Faculties, Research funds from Institutions
8	Organizing international and local seminars, workshops and conferences	Faculties, IRO	At least 10 international and 20 locals	Every Year	Faculties, IRO
9	Improving international networks with regional and worldwide associations	IRO	10 agreements per year	Every Year	IRO, University's budget

10	Monitoring and controlling the present MOUs	IRO	A report on the progress, current situation, and corrective action plan of MOUs	Every Year	IRO
11	Managing the funding sources for internationalization	IRO, Faculties, University Alumni	At least 10 funding sources	Every Year	IRO, Faculties, University Alumni
12	Improving the organization structure of IRO Department	University Administrative Board, MOE, IRO	Organization chart, Role and Responsibilities of IRO Department	Every Year	University Administrative Board, MOE

No.	Activity	Responsible Department	Success Indicators	Deadline	Resources Required
13	Upgrading the language proficiency and performance of IRO staff	IRO, Faculties	<ul style="list-style-type: none"> Training for language Proficiency (2 times per year) Training for operations of IR affairs (2 times per year) 	Every Year	IRO, Faculties, University's Budget
14	Increasing staff engagement to internationalization activities	IRO, University Administrative Board, Faculties	Incentive programs	Every Year	IRO, University Administrative Board, Faculties
15	Implementing quality assurance system	QA, Faculties	AUN QA	2023	QA, Faculties, University's Budget
16	Offering international learning exposure to students, faculty, and staff	IRO, Respective Faculties	50 people per year	Every Year	IRO, Respective Faculties

17	Increasing language skills of students and staff	IRO, Academic and Student Affair, English Department	2 courses per year	Every Year	IRO, Academic and Student Affair, English Department, University's Budget
18	Upgrading YUE website	IT Department, University Academic Board	Attractive website content design	2021	IT Department, University Academic Board, University's budget
19	Promoting different stakeholders' awareness on internationalization of YUE	IRO, University Administrative Board, Faculties	2 times per year	Every Year	IRO, University Administrative Board, Faculties
20	Providing advanced ICT facilities for teaching and learning	IT Department, University Academic Board	Modernized and sufficient ICT equipment	Every Year	IT Department, University Academic Board, University's budget

No.	Activity	Responsible Department	Success Indicators	Deadline	Resources Required
21	Upgrading library to be modernized e- library	IT Department, University Academic Board, Library	High-speed searching and reading books and required materials	2022	IT Department, University Academic Board, Library, University's budget, Support of partner institutions

22	Maintaining campus and accommodation atmosphere	University academic board, Engineer and Campus Development, Faculties	At least 1 activity per week	Every Week	Admin Staff, Engineers, Campus Development Staff, Faculties, Concerned Government Department, University's budgets
23	Systematic collecting of stakeholder perception on University's internationalization	IRO, Faculties, Research Department	1 survey for each main stakeholder group per year	Every Year	IRO, Faculties, Research Department
24	Strengthening sufficient codes of ethics, conduct and good practices of the University	University Academic Board, Student and Academic Affairs, Faculties	A complete manual of codes of conduct	2021	University Academic Board, Student and Academic Affairs, Faculties

ANNEX 4 - National University of Laos

Strategic national plan

Reference to the resolution of the 10th Lao People's Revolutionary Party Congress and Education Development Plan of the Ministry of Education and Sports (MoES), to develop the National University of Laos (NUOL) as the Higher Educational Institution with high capacities in the human resource development to respond the national socio-economic development approaching to the regional and international standards, National University of Laos has defined its functions, visions and strategic plans as follows:

1. Mission

- 1). Build and develop the human resources: administrators, academic staff and researchers to have high qualifications, good behaviours and discipline, be creative, and generous accepted nationally and internationally;
- 2). Conduct and promote standard research in order to respond the national socio-economic development policy and communicate the finding publicly;
- 3). Effectively provide academic affairs to society;
- 4). Preserve and sustain culture, customs and tradition of the nation and selectively accept international cultures and traditions.

2. Vision

The National University of Laos will become the centre of higher education with strong, modern, advanced academics and scientific research and technologies in the Lao PDR, equivalent to the regional and international standards. The National University of Laos will become the centre of human resource development with knowledge, capacity and good behaviour, morals and generosity in order to supply the high qualified academic staff for the national socio-economic development.

3. Goals

- 1). Educate Lao students to become qualified academic staff with good behaviour, generosity, and the advanced capability leading regional and international standards;
- 2). Effectively and efficiently improve the administration and management systems of the National University of Laos with transparency, rapid and accuracy;
- 3). Improve the National University of Laos to be the clean, green and beautiful area with developed infrastructures and advances technologies to serve education.

4. Strategic Plans for the development of NUOL

To achieve the goals, vision and functions of NUOL for the educational quality development, seven development strategic plans have been determined as follows:

- I. Improve and create the mechanism for human resource development;
- II. Develop to be the centre of education with quality;
- III. Develop to be the hub of scientific research and academic services;
- IV. Improve and develop mechanism for good governance and management;

- V. Improve, expand and develop infrastructure and facilities towards international standards;
- VI. Income generation; and
- VII. Develop national and international cooperation.

Program VII: Develop National and International Cooperation

The national collaboration with international institutions and layers of organizations considered necessary for building communication network and providing each other with facilities, lessons, cooperation and benefits, strengthening National University of Laos (NUOL) with the collaborations of the region and international under the Win-Win Policy without non-interference in each and one another's internal affairs. Therefore, NUOL has put its efforts on leading the implementation with collaborations of international organizations worldwide. This becomes one of the important strategy plans align with our overall institutional strategy as follows:

- Evaluate the existing regulations on internal collaboration, functions and collaborative privilege of NUOL with other national and international organizations;
- Reformulate and improve the systems and regulations in conformation with the roles of NUOL;
- Evaluate the existing regulations on international collaboration and formulate new regulations in conformation with national's policy on international relations and the needs of NUOL;
- Improve the data-base, gather needed information and international assistances for the development;
- Closely monitor any agreements and MOUs to implement them efficiently; and
- Evaluate the implementation of each phase for better improvement.

NUOL is developing the internationalization activities for the future:

- NUOL will offer or provide more international programs, with courses taught in English, currently, NUOL had opened only one international course in Economic and Business Management;
- NUOL plan and create ASEAN studies programs with the curriculum and resources shared among the AUN and other ASEAN countries' universities, Thailand for example;
- NUOL will promote and increase international exchange programs for both students and faculty members as well as researchers and scholars first within ASEAN region, Plus partners and the world.

NUOL main goals, actions and strategic plans for internationalization

- Development programs for internationalization;
- Staff and student mobility programs;
- Joint-development projects with domestic and international partnerships;
- Academic exchange programs;
- Research collaboration projects;
- Educational visit projects; and
- Information exchange.

5. The Implementation

- 1) After this strategic plan (**Program VII: Develop National and International Cooperation**) has been approved, it has to be communicated to all related organizations as to relevantly adapt and implement it. And defined it as the precise plans and projects;
- 2) These plans or projects need to be brought into practice by the Deans of Faculties and the Directors of Offices, Institutes, Centres, Central Library, School for Gifted and Ethnics. In the implementation, the plans and projects have to be classified into respective objectives and activities for each year. Cooperatively allocate the responsibilities and mechanism of coordination in management;
- 3) For each sectors, develop their own precise action plans including 5 and 1 year-work, human and capital action plans;
- 4) Strengthen the monitoring and evaluation schemes, learn and summarize the implementation experienced each year, directly put into practise in the locality;
- 5) Summarize and reflect the strengths and weakness of the implementation, select excellent performance of individuals each year.

ANNEX 5 - Souphanouvong University



LAO PEOPLE'S DEMOCRATIC REPUBLIC

PEACE INDEPENDENCE DEMOCRACY UNITY PROSPERITY

Ministry of Education and Sports
Souphanouvong University

No: 443/SU

Luang Prabang, Date: 24 June 2020

Souphanouvong University Internationalisation Strategies

Vision

- To promote student, staff and researcher mobility

Mission

- To improve language proficiency of students, staff, lecturers and researchers;
- To develop international programmes;
- To set up a good management system for mobility;
- To develop university's infrastructure, classrooms and dormitories.

Strengths

- Good cooperation with foreign institutions and organisations;
- Opportunity in attracting funding to improve capacities of researchers and lecturers and exchange students (e.g. NGOs ERASMUS+ ADB...)

Weaknesses

- No international courses;
- No applications for international students to apply to go and study at the university;
- Students' limited language proficiency;
- Language issues of lecturers and staffs;
- No scholarships for international students;
- Limitation of research capacity of researchers and lecturers;
- Credit transfer and recognition issues;
- Few outbound students due to limited budget;
- No accommodation for exchange students, staff, lecturers and researchers;

- Issues in disseminating university's information on website, Facebook.....;
- Young staff and lecturers with limited skills and experiences;
- Issues of terms of reference of intern-departments;
- Complication in cooperation between inter-departments;

Opportunities

- Ministry of Education and Sports has policy in supporting HEIs to cooperate with foreign institutions;
- Good locations- world heritage city;
- Human resource development projects supported by ADB, KOICA, EC and partner universities;
- The Lao government has a policy in strengthening second language competency starting at the third grade of primary school;
- A least-developed country.

Threats

- MOEs does have not internationalisation strategies;
- No guidelines for international students to apply for visas;
- Issues of recognition of qualifications of students graduating for a Lao university of foreign universities;
- A lack of comprehensive understanding on internationalisation of the Lao government.

Gaol: Increase international exchange opportunities for students, staff, and researchers

No	Activity	Responsible department	Success indicator	Due date	Resources required (staff, technician, budget...)
1	Improving University's website	IT centre and IRO	English and Lao versions	2020	IT centre, IRO team, University budget
2	Improving accommodation	Accommodation Service Office (ASO), IRO	A dormitory with 20 rooms	2023	ASO, Government Budget
3.	Creating a guideline for exchange students, staff, lecturers and researchers	IRO	A completed guideline	2021	IRO. University's Budget
4	Improving language proficiency of students, staff, lecturers and researchers	Academic Affairs office (AAO), Faculty of	4 times a year 100 participants a year	Every year	AAO, FOL, FOE, IRO; University's and international Agencies'

		Languages, Faculty of Education, IRO,			budgets
5	Developing international programmes	Faculties concerned and AAO	Each Faculty has at least 1 programme	2022	Faculties concerned and AAO, University's and international Agencies' budgets
6	Facilitating students, staff, lecturers and researchers in running official documents	IRO, Immigration department and MOEs	All inbound and outbound students, staff, lecturers and researchers are facilitated	Every year	IRO, Immigration department and MOEs
7	Increasing bilateral and multi-lateral cooperation	IRO	10 agreements a year	Every year	IRO, University's budgets
8	Monitoring and evaluating existing MoUs, MoAs and MoDs	IRO	A report on expired, active and not active MoUs, MoAs and MoDs	Every year	IRO
9	Increasing internationalisation awareness of students, staff, lecturers and researchers	IRO, AAO	2 times a year	Every year	IRO, University's budgets
10	Improving quality assurance system	AAO and Faculties concerned	AUN QA	2023	AAO and Faculties concerned, University's budget
11	Improving credit transfer system	AAO and Faculties concerned	Academic staffs have been trained	2022	AAO and Faculties concerned, university's budget
12	Allocating budget for exchange programmes (inbound and outbound)	IRO and Finance Office	20 students a year	Every year	IRO, Finance office, University's and international Agencies' budgets
13	Joining research with partner universities	IRO, Research and Academic Service Office (RASO)	10 projects a year	Every year	IRO, RASO, University's and international Agencies' budgets

14	Sending staff, lecturers and researchers to attend training at partner universities	IRO, Offices and Faculties	50 people a year	Every year	IRO, Offices and Faculties, University's and international Agencies' budgets
15	Hosting and co-hosting international conferences	IRO, RASO and faculties	At least three times a year	Every year	IRO, RASO and faculties, University's and international Agencies' budgets
16	Conducting number of academic and cultural exchanges with partner universities	IRO, Faculties concerned, AAO and SAO	At least five times a year	Every year	IRO, AAO, SAO, Faculties, University's and partner universities' budget
17	Seeking for funding for student, staff, lecturers and researchers mobility	IRO, AAO, SAO, Faculties	10 funding sources a year	Every year	IRO, AAO, RASO, Faculties
18	Improving language proficiency of IR officers	IRO, Faculty's IR staff	Training (2 times a year)	Every year	IRO, international volunteers, university's budget
19	Improving working capacity of IR officers	IRO, Faculty's IR staff	Training (2 times a year)	Every year	IRO, Faculty's international staff, university's budget

These internationalisation strategies have been officially made by the Office of International Relations of Souphanouvong University based on consultations from the highest management of the university, and shall be acknowledged and implemented by all university management levels including the leadership board of the university, faculties, offices, institutions, centres, the library as well as researchers, lecturers, staff and students within the university.

Souphanouvong University
President



Assoc. Prof. Vixay CHANSAVANG

ANNEX 6 - University of Peradeniya

“Strategic focus” on Internationalization: University of Peradeniya

The Cooperate Plan of University of Peradeniya from 2017-2021 includes activities targeted at internationalization. These activities and objectives fall within the following institutional goals:

01. Enhance quality and relevance of undergraduate and postgraduate in the university, complying with International standards
02. Develop resources to enhance the quality of research in order to contribute to the national and International requirements

The functions of the International Relations Office of the University are designed based on these aspects. Further, the International Relations Office has developed an Internationalization Policy which has been sent for the approval of Higher Authorities of University of Peradeniya.

GOAL	OBJECTIVE	STRATEGY	KEY ACTIONS
01 Enhance quality and relevance of undergraduate and postgraduate in the university, complying with International standards	Upgrade undergraduate study programs meeting international quality standards	Develop international student exchange programs	Establish links/MoUs with international organizations
			Facilitate student exchange programs
02 Develop resources to enhance the quality of research in order to contribute to the national and International requirements	Establishing a conducive environment for high quality research	Link with international research institutions for collaborative work	Identify international research institutions/funding agencies and publish details
		Streamline administration of research programs	Strengthen the functions of the International Relations Office
	Promote international cooperation for research, student training and exchange of staff	Establish platforms of linkage for international cooperation	Develop MoUs with identified institutions and facilitate research activities
			Regularly review the progress of the MoUs
			Monitor and evaluate the National and International link programs periodically
			Establish a mechanism to attract research grants

		Facilitate visits by eminent researchers	Arrange and coordinate visits by eminent researchers
		Facilitate staff and student exchange for research	Develop proposals for international research programs
			Develop proposals for research student exchange programs
	Facilitate multidisciplinary research programs	Collaborate with internal and external organizations and researchers for multidisciplinary research programs	Promote relevant and interested organizations and researchers to conduct multidisciplinary research programs
			Arrange and coordinate multidisciplinary research programs targeting the national/international needs
	Enhancement of staff profile	Enhance the capabilities of academic staff to undertake research	Training programs for academics to improve research capacity
			Provide exposure visits to foreign universities for research

ANNEX 7 - University of Kelaniya

<https://administration.kln.ac.lk/rspub/images/download/publications/corporateplan/2020-2024/Corporate Plan2020-2024 Action Plan 2020.pdf>

UNIVERSITY OF KELANIYA CORPORATE PLAN 2020-2024 & ACTION PLAN 2020

VISION

TO BECOME A CENTRE OF EXCELLENCE IN CREATION AND DISSEMINATION OF KNOWLEDGE FOR SUSTAINABLE DEVELOPMENT.

MISSION

TO NURTURE INTELLECTUAL CITIZENS THROUGH CREATIVITY AND INNOVATION, WHO CONTRIBUTE TO THE NATIONAL DEVELOPMENT.

GOALS

1. To create a high quality and flexible teaching and learning environment
2. To develop the highest quality faculty and staff to attain the strategic goals of the university
3. To create a multi-disciplinary research culture of global standing
3. To improve the image of the university by widening the range of economic and social engagement
4. To develop an excellent system of governance through efficient and effective administration and financial management

GOAL 01: TO CREATE A HIGH QUALITY AND FLEXIBLE TEACHING AND LEARNING ENVIRONMENT

Corporate Plan 2020-2024 & Action Plan 2020, Page 23

1.1 Objectives

- 1.1.1 To provide students with high quality educational programs
- 1.1.2 To enhance the accessibility of the university to a diverse student population, including students with special needs and those from other countries, to the university
- 1.1.3 To increase the employability of graduates from the university.
- 1.1.4 To develop relationships with employers to help graduates achieve gainful and timely employment.
- 1.1.5 To create and maintain a culture that supports teaching excellence in all study programs.
- 1.1.6 To promote the health and well-being of students
- 1.1.7 To enhance international opportunities for student learning.
- 1.1.8 To Improve infrastructure facilities
- 1.1.9 To improve the university rank in world university rankings

1.2 Strategies/Activities

- 1.2.1 Introduce and conduct innovative, quality and attractive study programs
- 1.2.2 Revise the existing curricula to meet national and international needs
- 1.2.3 Encourage lifelong learning in order to enable students and graduates to realize their full potential

- 1.2.4 Provide more opportunities for the development of students' soft skills
- 1.2.5 Provide opportunities for students to get practical experience in the industry, where applicable
- 1.2.6 Conduct an annual, comprehensive assessment of the quality of teaching in each faculty and convey results to staff
- 1.2.7 Provide students with more opportunities to participate in sports, clubs and societies, together with opportunities for leadership and formal recognition of their extra curricula activities
- 1.2.8 Strengthen personal support for students
- 1.2.9 Provide exchange/link programs with international higher educational institutions
- 1.2.10 Enhance the physical infrastructure to increase capacity, quality and sustainability of teaching and learning environment
- 1.2.11 Provide more medical care services for the improvement of student's health

GOAL 02: TO DEVELOP THE HIGHEST QUALITY FACULTY AND STAFF TO ATTAIN THE STRATEGY GOALS OF THE UNIVERSITY

Corporate Plan 2020-2024 & Action Plan 2020, Page 27

2.1 Objectives

- 2.1.1 To develop and implement a plan for Human Resource in the university
- 2.1.2 To recruit and retain the highest quality of academic, administrative and non-academic staff
- 2.1.3 To create a safe and healthy work environment for all employees of the university
- 2.1.4 To create learning opportunities and to increase support (financial) for all categories of staff to obtain relevant requisite academic or professional qualifications

2.2 Strategies/Activities

- 2.2.1 Assess current and future recruitment needs for each department
- 2.2.2 Establish a succession plan for key positions within each department
- 2.2.3 Evaluate a performance appraisal system for all staff members and recognize outstanding performance
- 2.2.4 Identify proper mechanisms to enhance job rotation, job enlargement and job enrichment of employees within the university
- 2.2.5 Introduce a grievance handling unit
- 2.2.6 Provide more opportunities for university community to maintain their physical and mental health
- 2.2.7 Establish support/training programs for probationary academic staff
- 2.2.8 Establish support/training programs for administrative officers and other related staff
- 2.2.9 Increase opportunities for professional/academic development of staff

GOAL 03: TO CREATE A MULTI-DISCIPLINARY RESEARCH CULTURE OF GLOBAL STANDING

Corporate Plan 2020-2024 & Action Plan 2020, Page 30

3.1 Objectives

- 3.1.1 Develop a research culture in the University by increasing the number of research projects and allocate at least 10% from the University capital budget as research grants
- 3.1.2 Increase publications in local and international refereed/indexed academic journals

3.1.3 Increase interdisciplinary research

3.1.4 Promote public-private partnership in research and in development and commercialization of new products

3.1.5 Strengthen the University e-library system

3.2 Strategies

3.2.1 Develop the university's research profile to be of national and international importance.

3.2.2 Support academic staff who applied for and obtain research grants from national and international funding agencies.

3.2.3 Recognize and reward academic staff engaged in outstanding research of international standard. 3.2.4 Attract and retain high quality researchers and research students.

3.2.5 Facilitate collaborative research nationally and internationally in areas which are of mutual interest.

3.2.6 Make the university's research findings available to the wider community

3.2.7 Increase facilities for research activities Recognize and promote industrial research culture

GOAL 04: TO IMPROVE THE IMAGE OF THE UNIVERSITY BY WIDENING THE RANGE OF ECONOMIC AND SOCIAL ENGAGEMENTS

Corporate Plan 2020-2024 & Action Plan 2020, Page 34

4.1 Objectives

4.1.1 To increase the number of consultancy services / projects provided by the university to the community

4.1.2 To increase the number of activities that support national development

4.1.3 To increase links with professional bodies, industry, social organizations and other stakeholders 4.1.4 To increase Social Responsibility Activities

4.1.5 To improve the image of the University

4.1.6 To increase awareness of the study programs offered by the University

4.1.7 To enhance social and intercultural harmony

4.1.8 To enhance the concept of Green University

4.2 Strategies/Activities

4.2.1 Establish innovation centre and business incubation centre

4.2.2 Strengthen University-Industry cells to promote consultancies and testing services

4.2.3 Participate in national planning activities and national examinations

4.2.4 Build strategic partnerships with reputed professional bodies and social organizations in the country

4.2.5 Promote a positive image of the university via university social responsibility (USR) and public relations activities

4.2.6 Introduce a brand guideline to the university

4.2.7 Promote cohesion among different ethnic and religious communities within the university

4.2.8 Promote gender equity and equality

- 4.2.9 Enhance cultural, religious, recreational activities in the University
- 4.2.10 Strengthen Alumni Associations in the University
- 4.2.11 Develop a better atmosphere in the University in a sustainable manner

GOAL 5: TO DEVELOP AN EXCELLENT SYSTEM OF GOVERNANCE THROUGH THE EFFICIENT AND EFFECTIVE MANAGEMENT OF ADMINISTRATION AND FINANCIAL MANAGEMENT

Corporate Plan 2020-2024 & Action Plan 2020, Page 37

5.1 Objectives

- 5.1.1 To develop an efficient system of governance
- 5.1.2 To incorporate modern technology to enhance the efficiency of the administration
- 5.1.3 To develop a Financial Administration System which is timely, responsive and accurate, while assuring integrity and promoting accountability in order to optimize utilization of resources

5.2 Strategies/Activities

- 5.2.1 Improve infrastructure facilities and maintenance service to provide a conducive working environment for all employees
- 5.2.2 Evaluate current systems (systems audit) and improve them
- 5.2.3 Introduce a fully computerized and integrated MIS system for all the administrative divisions of the university
- 5.2.4 Streamline the process of budgeting
- 5.2.5 Streamline the process of administering scholarship funds and external research grants
- 5.2.6 Streamline the process of financial administration of fee-levying courses offered by the university
- 5.2.7 Maximize utilization of funds received to the University

Goals relevant to Internationalisation:

Goals 1-3

University of Kelaniya Corporate Plan 2020-2024 & Action Plan 2020

https://administration.kln.ac.lk/rspub/images/download/publications/corporateplan/2020-2024/Corporate_Plan2020-2024_Action_Plan_2020.pdf

Centre for International Affairs Action Plan 2020, Page 204-206

Centre for International Affairs Corporate Plan 2020-2024, Page 430-434



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PROJECT PARTNERS

the TOOLKIT consortium works under the supervision of UNIBO as Project coordinator, and it gathers three Universities from Myanmar, two from Laos and two from Sri Lanka together with three Higher Education Institutions from the EU.

Partners: University of Bologna, University of Yangon, Yangon University of Economics, Yezin Agricultural University, National University of Laos, Souphanouvong University, University of Kelaniya, University of Peradeniya, Uppsala University, Vilnius University.





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