

ახალი უმაღლესი სასწავლებელი
ნიუნი



NEW HIGHER EDUCATION INSTITUTE
NEWUNI

INTERNATIONALIZATION POLICY AND STRATEGY

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Introduction

The promotion of the internationalization process is an unconditional priority for the activities of the New Higher Education Institute - NEWUNI. Therefore, it is one of the strategic directions. The planned and implemented activities in this direction will contribute to the development of research and teaching quality, the enhancement of the institution's visibility, international recognition, and strengthening of trust, involvement and representation in international projects, sharing international resources and experiences, international mobility of students, faculty, and administrative staff, the process of attracting foreign professors and experts, and thus bringing the institution closer to European standards. In this regard, it is crucial to strengthen the internal organizational management of the institution/NEWUNI to facilitate the uninterrupted implementation of internationalization. Establishing new partnerships is equally important as maintaining relationships with existing, long-term partners and expanding these relations. Within the framework of the aforementioned strategic direction, it is important to ensure the proper fulfillment of one of the institution's primary functions – student-centered teaching – and to take responsibility in this area accordingly.

Purpose and Content of the Document

The following document has been developed by the International Relations Office of NEWUNI, with broad involvement from the institution's community/stakeholders. The internationalization policy and strategy, which is based on NEWUNI's vision, mission, and is an integral part of its strategic development and action plans, defines future goals and activities specifically in the areas of teaching and learning, scientific research, administration, and extracurricular activities. The internationalization policy and strategy outlines the institution's short-term and long-term goals and objectives and serves as a roadmap for future activities, specifying the institution's priorities and main strategies regarding internationalization. This document has been shared with the broader community of the institution and fosters the implementation of unified approaches.

The activities foreseen by the internationalization policy are ongoing. Therefore, to ensure efficiency, regular monitoring of the activities outlined in the internationalization policy is conducted, and changes are made if necessary.

As part of the monitoring process, the International Relations Office collects relevant information on performance indicators, both quantitative and qualitative data, prepares a report, and submits it to the Academic Council.

The aim of the monitoring is to enhance the effectiveness of planned activities and to support the achievement of NEWUNI's strategic goals and objectives. Since the evaluation of

internationalization quality based solely on quantitative data would be incomplete, a substantive, qualitative assessment is important for each issue. As such, short-term and long-term goals and objectives may be accompanied by target indicators in some cases. Along the path to achieving the goal, in accordance with the implementation process and considering progress, additional target indicators may be defined.

The results of internationalization are used across all areas of NEWUNI's activities. Internationalization contributes to the competitiveness of the institution, students, graduates, academic, and administrative staff, fostering their professional success, academic, and personal development.

Key Directions, Geographical Area, and Aspects of the Internationalization Policy

NEWUNI's priority is cooperation with higher education institutions in Eastern and Central Europe, as well as international organizations, in order to enhance the quality of teaching and research, implement joint projects, and develop professional competencies. Additionally, regional cooperation is emphasized between the South Caucasus and Eastern Europe.

Collaboration with higher education institutions and international organizations that are highly trusted in the higher education sector and carry out educational programs and activities in areas that are prioritized by NEWUNI is of utmost importance.

NEWUNI aims to actively engage students, academic, and administrative staff in exchange programs and professional development initiatives. Accordingly, when selecting partner universities or organizations, particular attention is given to relevant areas of potential bilateral cooperation and the possibility of implementing exchange programs.

To increase NEWUNI's visibility on the international stage and considering the high competition in the modern educational space, the focus is placed on universities or organizations that are actively seeking partners in Georgia in real-time.

A significant requirement for internationalization is the consideration of a regional approach when selecting foreign partners. The steps taken by NEWUNI in terms of internationalization are specifically designed to align with this regional approach. The institution has signed bilateral institutional and Erasmus+ agreements with partner organizations in Central Europe, Eastern and Southern Europe, and Black Sea coastal countries.

When establishing partnership agreements, the specific nature of NEWUNI and its partner universities, as well as their academic programs and the specific steps taken for bilateral cooperation, are considered. These include educational and scientific research activities, joint projects, joint inter-university programs, and exchange programs for professors and students.

According to the institution's current strategic development plan, **three main sub-goals are defined for the internationalization direction:**

- **Development of mechanisms supporting internationalization.**
- **Promotion of student and academic staff mobility.**
- **Integration into the international educational space and deepening cooperation with foreign educational institutions.**

In this internationalization policy and strategy, the goals are grouped into long-term and short-term objectives under two main directions:

- **Internationalization of educational, research, and extracurricular activities.**
- **Internationalization of organizational management.**

1. Internationalization of Educational, Research, and Extracurricular Activities

Internationalization of Educational and Research Activities, and its development, represents an activity that facilitates the full realization of the international personal potential of students and academic/invited staff for New Higher Education Institution - NEWUNI. On the other hand, it serves as a tool that will integrate the institution itself into the ongoing processes in the international educational and scientific space. To achieve the goal of developing internationalization in educational and research activities, NEWUNI will enhance the level of internationalization in two directions: (1) teaching and learning, and (2) research. While these are inseparable goals, they require distinct approaches and tasks to be accomplished.

3.1 Short-Term Goals (2021-2023)

№	Goal	Performance Indicator(s)
1	Development of foreign language competence in staff	Proposed retraining courses and their utilization indicators
2	Integration of foreign language courses into educational programs	Number of English-language courses in the curriculum
3	Utilization of best practices from partner universities in organizing teaching and learning processes	Implemented approaches to organizing and planning the teaching-learning process (e.g., course planning, student-centered teaching approaches, etc.)

		Implemented activities and the participation rate of staff
4	Promotion of academic staff qualification enhancement, taking into account international/contemporary trends in modern teaching methods	Number of retrained academic staff
5	Increase in academic mobility indicators	Number of academic staff participating in mobility programs
6	Consistent updating, expansion, and deepening of international connections by selecting priority universities and considering program needs	Number of international connections and agreements, and their scope Utilization rate of connections
7	Planning and implementation of international events/projects (conferences for professors and students, student camps, summer/winter schools) to enhance visibility and trust in the international educational/university space.	Implemented activities and the number of participants in them Student and staff satisfaction rate with the activities

3.2 Long-term Goals for 2021-2026

№	Goal	Performance Indicator(s)
1	Greater emphasis on educational cooperation with existing and new partners	Full utilization of collaboration foreseen by partnerships
2	Encouraging membership in international academic and scientific associations, foundations	Enrollment rate
3	Increasing participation in international projects and programs; active collaboration with major donor organizations such as Erasmus+, Horizon Europe, Jean Monnet, USAID, British Council, DAAD, etc., which implement projects for higher education institutions	Participation rate in projects funded by foreign donor organizations
4	Encouraging participation in international education fairs, student festivals, forums, etc.	Participation rate in international events
5	Developing course packages (15-30 credits) for Erasmus+ students within the framework of existing undergraduate programs (tourism, business administration, international relations)	Number of translated/developed English-language courses
6	Conducting preparatory work for the development of English-language programs	Identified direction(s) for implementing English-language programs based on market research

7	Ensuring the gradual preparation and implementation of foreign joint educational programs	Searched partners
8	Ensuring the involvement of foreign specialists in the teaching and implementation process of the new higher education institution - NEWUNI's educational programs	Progress in program development
9	Encouraging publication in internationally indexed and peer-reviewed journals	Number of foreign specialists involved in the teaching process
10	Organizing/co-organizing international scientific conferences	Number of publications
11	Supporting the participation of NEWUNI's academic/visiting staff and students in international conferences organized by foreign higher education institutions and organizations	Implemented activities

4. Organizational Management Internationalization

Alongside the internationalization of educational, research, and extracurricular activities, it is equally important to strengthen the internationalization of the institution's management.

4.1 Short-term Goals for 2021-2023

№	Goal	Performance Indicator
1	Development of an institutional partnership network in the context of organizational and administrative activity management	Number of partnerships aimed at developing organizational and administrative activity management. Results of partnerships - implemented activities, trainings, changes, guideline documents, etc.
2	Study, analysis, and implementation of good international management practices	Document analyzing international practices and corresponding recommendations. Examples of implemented best practices.

3	Facilitating the professional development of the administrative staff at the new higher education institution - NEWUNI in areas such as managing the teaching process, personnel, research activities, student services, and other matters, through both the involvement of foreign specialists/organizations and international collaboration.	Conducted trainings, workshops, and their effectiveness (number of activities and participants, satisfaction, etc.). Improved services - increased satisfaction of students and staff.
4	Establishing targeted connections with foreign universities to support the development of administrative staff.	Existing agreements/opportunities for the exchange of administrative personnel. Number of staff sent abroad for professional development.

4.2 Long-term Goals for 2021-2026

№	Goal	Performance Indicator
1	Increasing international connections for the development of administrative staff, institutional management, and administration.	Growth of the international partnership network.
2	Creating opportunities for exchange programs for administrative staff.	Erasmus+ mobility opportunities for administrative staff.
3	International mobility for administrative staff.	Number of administrative staff participating in mobility programs.
4	Creating continuing education opportunities for the institution's community, including students, staff, alumni, and partners.	Continuing education opportunities in contributing to the development of the institution's community and the use of offered suggestions.
5	Collaboration with international organizations, joining international higher education networks, aimed at the development of institutions in organizational management and administration.	Utilization rate of membership opportunities.