

Approved at
ISEC NAS RA Scientific Council N 141
20 January 2020
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NATIONAL ACADEMY OF SCIENCES
OF THE REPUBLIC OF ARMENIA
INTERNATIONAL SCIENTIFIC-EDUCATIONAL CENTER

INTERNATIONALIZATION STRATEGY

The current document defines the general vision, goals and objectives of the International Scientific-Educational Center (hereinafter referred to as the ISEC), the main actions to be taken towards its internationalization which follows from the ISEC strategy (hereinafter referred to as the strategy). The ISEC internationalization strategy for 2019–2023 envisages international orientation in all areas of the ISEC activities, promotion of international cooperation, creation of a multicultural environment for students and academic staff.

The International Scientific-Educational Center of NAS RA, as a prototype of a research educational institution, is a scientific and education oriented institution with a national-regional role, the main mission of which is to promote socio-economic development and integration of the country into the international education and research area, to provide quality and competitive

education with an emphasis on the research component, contributing to the continuous development of an individual, the acquisition of research skills through the creation and transfer of knowledge in the field of science and education by ensuring the smooth transition from education to science.

The main and important goal of the ISEC internationalization is the comprehensive development of Master and PhD students and staff in the educational, scientific and professional life of the Center; to become a unique international scientific-educational center involving both Armenian and foreign citizens - Masters, PhD students, applicants, and professors; to develop continuously the cooperation with leading foreign universities, scientific-educational centers; to expand its international recognition and reputation with steady, consistent steps.

Based on its strategic directions, the ISEC will focus on the following issues over the next five years:

- Expansion of the ISEC cooperation with leading foreign universities and scientific-educational centers, establishment of new contacts with their further development, initiation of joint projects, experience exchange, educational and research programs.
- Expansion of the ISEC engagement in international programs, integration of the Center into the European higher education and research area, internationalization of the Center.
- Ensuring the continuity of implementation of educational programs jointly with foreign research universities.
- Expanding experience exchange, knowledge, skills and abilities of students and academic staff.
- Increasing funding for international programs, attracting international and European funds in the form of grants.
- Expanding the practice of teaching foreign languages (ESP courses) in all specialties of the Center.

Strategic goal	Main activities	Key Performance Indicator/KPI/	Outcome	Recourses
Expansion of the ISEC cooperation with leading foreign universities and scientific-educational centers, establishment of new contacts with their further development, initiation of joint projects, experience exchange, educational and research programs.	Enhance ISEC cooperation with leading foreign universities and scientific-educational centers through joint projects, exchange of experience, educational and research programs	Number of agreements on international cooperation and MOUs	Signing of 5 international cooperation agreements and MOUs per year	ISEC all chairs and departments, staff responsible for the internationalization of the chairs, Education Department
	Develop flexible and accessible ways of disseminating information on the results of international cooperation programs	Number of languages used to promote the website Number of the website visitors	1% increase in the number of website visitors - 1% per year	Foreign Affairs Department, Department of Foreign Languages, IT Department, Public Relations Department
	Summarize the results of the activities at the end of each year in	Department report	Key Performance Indicators	Foreign Affairs Department

	line with the objectives of the ISEC internationalization strategy and develop an appropriate action plan to disseminate good practice and eliminate deficiencies.			
Ensuring the continuity of the implementation process of educational programs jointly with foreign research universities	Disseminate information to the ISEC professional chairs on current programs, scientific conferences and opportunities for publishing scientific articles	<p>Number of publications in foreign languages (in local and international journals)</p> <p>Number of articles published in academic journals indexed by Elsevier's Scopus database</p>	1% annual growth	Foreign Affairs Department, Education Department, Quality Assurance Department, Scientific secretary

	<p>Upgrade the skills of PhD students and the faculty for international publications</p>	<p>Number of trainings</p> <p>Number of publications in foreign languages</p>	<p>Number of the re-trained academic staff</p>	<p>Foreign Affairs Department, Education Department, Quality Assurance Department, Scientific Secretary, Department of Foreign Affairs</p>
	<p>Initiate joint research projects through various research windows and foundations (Jean Monet, Horizon 2020 etc.)</p>	<p>Number of the current joint research programs</p>	<p>Diversification of research programs</p>	<p>ISEC Chairs, staff responsible for the internationalization of the chairs, Scientific secretary</p>

Expanding the process of experience exchange, knowledge, skills and abilities of the students and academic staff.	Increase the number of ISEC ICM (International Credit Mobility) programs thus contributing to the mobility of ISEC student, the faculty and administrative staff	Number of inbound and outbound students, the faculty and administrative staff for getting experience exchange	3 ICM programs per year	Foreign Affairs Department, ISEC chairs, staff responsible for the internationalization of the chairs
	Develop relevant documents and procedures related to ICM	Number of elaborated documents		Foreign Affairs Department, ISEC chairs, staff responsible for the internationalization of the chairs
	Organize information seminars for ISEC students on internationalization and current exchange programs	Number of organized events		Foreign Affairs Department, ISEC chairs, staff responsible for the internationalization of the chairs, Public Relations

				Department
Expanding the practice of teaching foreign languages (ESP courses) in all specialties/departments of the Center.	Introduce foreign language teaching programs and courses with emphasis on English	Number of students participating in foreign language courses, Number of courses taught in foreign languages Double diploma/joint educational programmes	1% annual growth in foreign language courses	Foreign Affairs Department, ISEC chairs, staff responsible for internationalization of the chairs, Department of Foreign Languages