

Partners in Iran



University of Tehran



Tehran University of Medical Sciences



Amirkabir University of Technology



Iran University of Medical Sciences



Sharif University of Technology

Facts & figures 2016

484 International PhD students
+500 International agreements

720 Incoming BA & MA students



501-600



300-400

510 Outgoing BA & MA students

Facts & figures 2016



TEACHING

RESEARCH

SERVICE

Researcher mobility 2016



Strategic approach

The larger picture



General objectives:

1. Foster the international added value of the University and promote international attractiveness
2. Foster the international visibility of the USC as “excellent environment for teaching and researching”
3. Internationalization at home
4. Promote the international research potential of the existing research groups

Strategic approach



***“I’ll be happy to give you innovative thinking...
What are the guidelines?”***

Strategic approach



Implications of strategic approach ...

- A long process
- Involves everyone; all students , all staff, community
- All the curriculum is affected
- Much of the implementation has to be delegated in others.
- Many aspects must be taken into account (economic means/budget, visa issues, political situation, academic environment)

Many aspects ...



Strategy thinking vs strategy planning

**IF THE PLAN DOESN'T WORK,
THEN CHANGE THE PLAN,
NOT THE GOAL.**



EU COOPERATION PROJECTS OUTCOMES

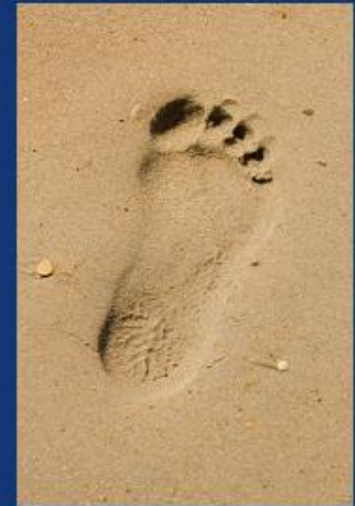
OUR TEMPUS **PRINT**

AS COORDINATORS

IGBRIU
GASRIU
MUQ
PERSEUS
FES-MONPROG

AS PARTNERS

AQAUM
CANQA
UMEI
ESPRIT
EIGER
CLUSTER
SAMUZ



EU COOPERATION PROJECTS OUTCOMES

Eramus Mundus Action II

Coordinated Projects (8)

LOT 15 (Brazil)

LOT 17 (Brazil, Uruguay, Paraguay)

LOT 18 (Argentina, Bolivia, Peru)

CENTAURI (Central Asia)

PEACE (Jordan, Palestine, Lebanon, Syria)

PEACEII (Jordan, Palestine, Lebanon, Syria)

EUPHRATES (India)

MARHABA (Iran , Irak , Yemen)



EU COOPERATION PROJECTS OUTCOMES

Eramus Mundus Action II (participations)

Mashreq / Magreb

EUMETALIC I
EUMETALIC II
EMMAG
EMAIL

CENTRAL ASIA

MARCOXXI
ARCADE
EMECW9

South /South-East Asia/China

EXPERTS
EXPERTS II
EXPERTS III
EMMA

South Caucasus Region

ALRAKIS I
ALRAKIS II
MEDEA

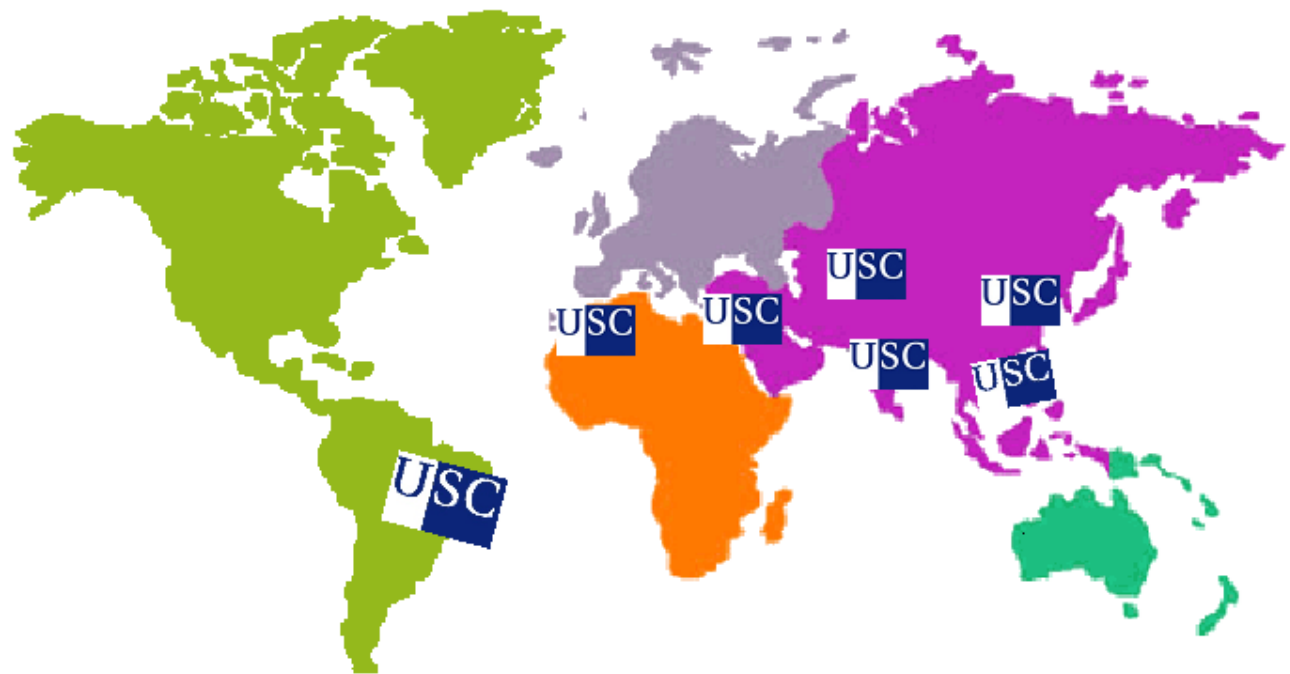
Latin America

Lot 20b



EU COOPERATION PROJECTS OUTCOMES

Geographical visibility **Tempus/Erasmus Mundus**



EU COOPERATION PROJECTS OUTCOMES

Budget managed :

- Erasmus Mundus : 28 Million Euros
- Tempus : 6 million euros

Mobility flows

- Erasmus Mundus : 1380 flows/grantees

Universities involved :

- Erasmus Mundus : 102 HEIs (as coordinators)
- Tempus : 129 HEIs

Seminars /workshops / conferences organized: +100



Guide of Good Practices
TEMPUS CORINTHIAM
PROJECT NO. 159186-2009-1-BE-SMGR

VOLUME I

Part I Quality of Internationalisation

Part II Internationalisation at Home

Part III Management of the International Relations Offices

Part IV Management of International Projects

Edited by:

Jos Beelen
Anne Boddington
Birgit Bruns
Martin Glogar
Carlos Machado



Tempus

European Commission

Guid
TEMPU
PROJECT N

Guide of Good Practices

Management of an International Relations Office

Part I Quality c

Part II Internati

Part III Manager

Part IV Manager

GASRIU

Gestion et Administration de Services de
Relations Internationales Universitaires

JEP-33060-2005

Edited by:

Anselmo Seoane Pampín
Enrique López Veloso



Education and Culture DG

European Commission

Guide
TEMPU
PROJECT N

Guide of
Management of an I

Manuel de Bonnes Pratiques

Gestion d'un Bureau de Relations Internationales

- Part I Quality c
- Part II Internati
- Part III Manager
- Part IV Manager

GA

Gestion et Ad
Relations Inte
JEF

Édité par:
Jesús Arteaga Ortiz
Anselmo Seoane Pampín
Enrique López Veloso



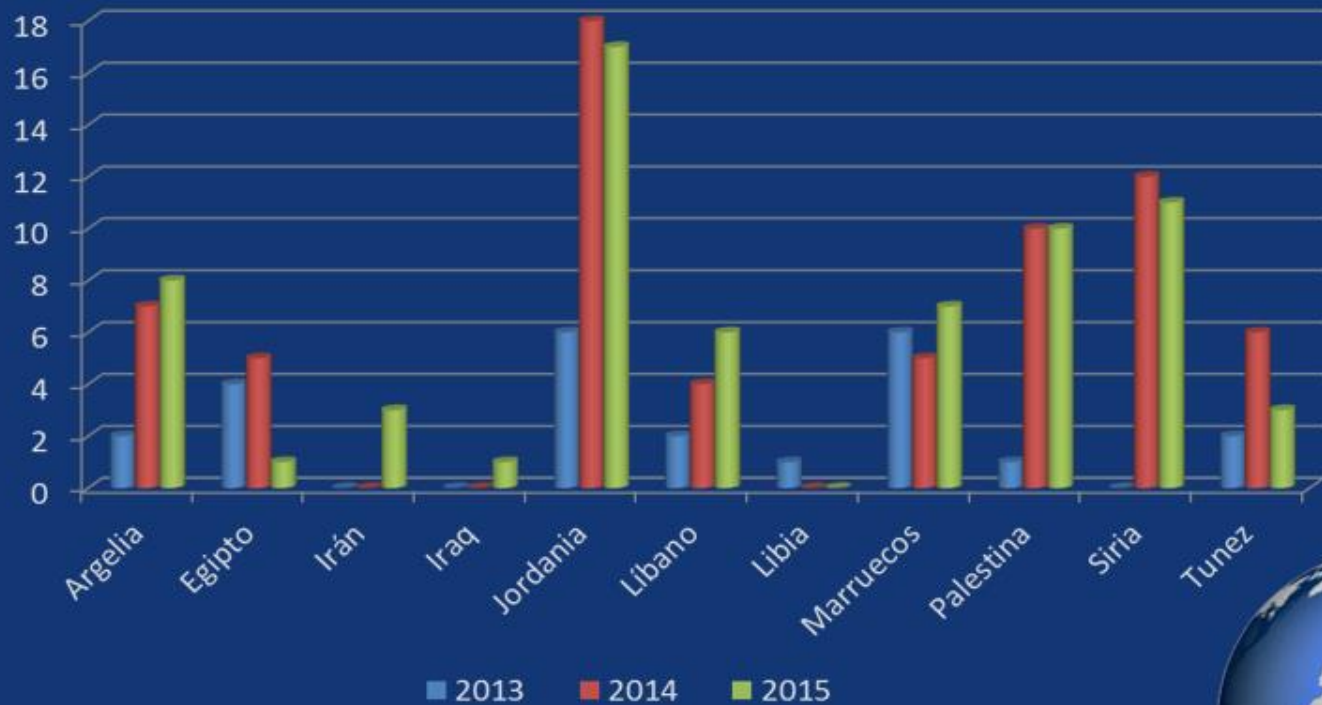
Education and Culture DG

Commission Européenne

Ans
Er
Ed
Euro

EU COOPERATION PROJECTS OUTCOMES

Tangible outputs: incoming grantees



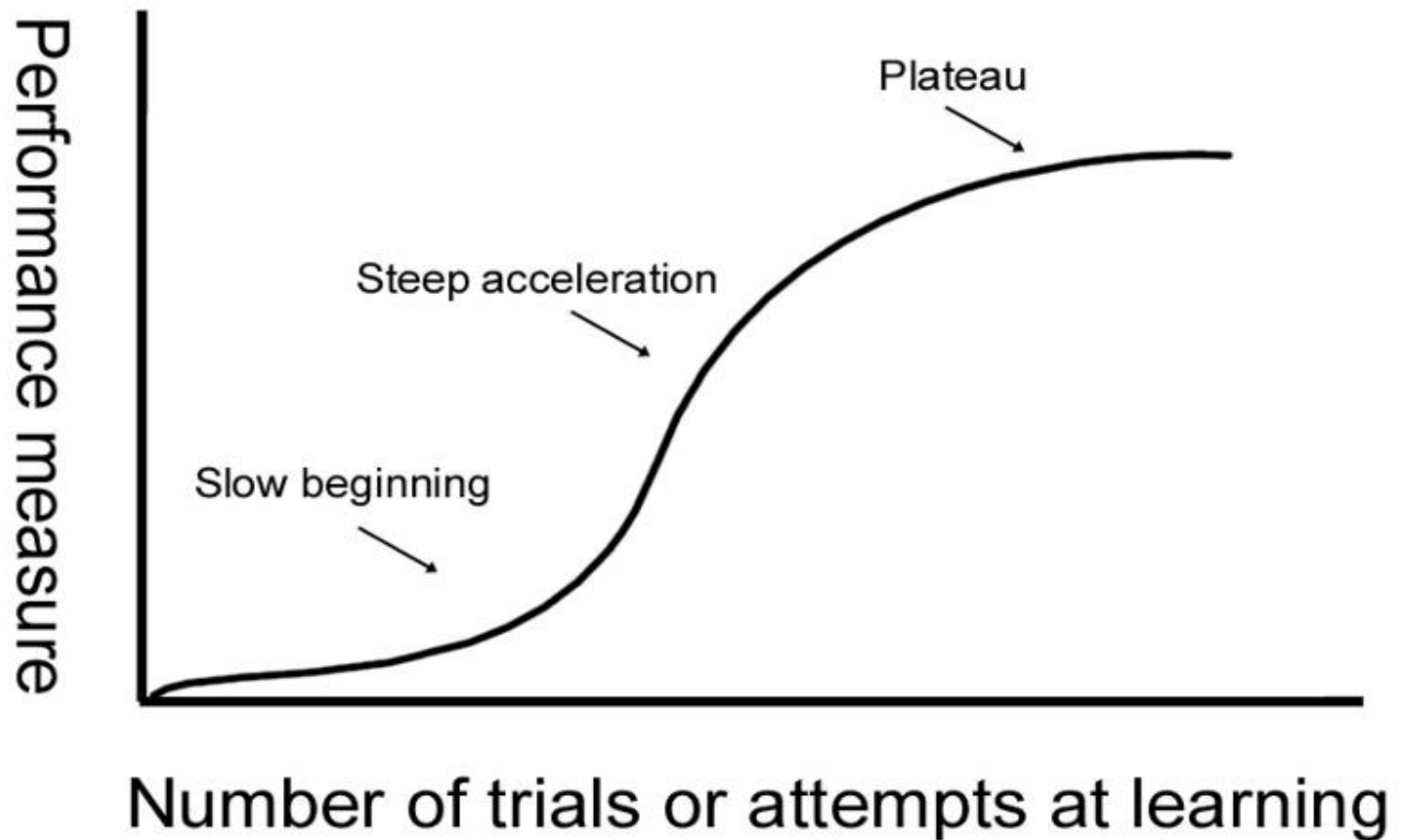
EU COOPERATION PROJECTS OUTCOMES



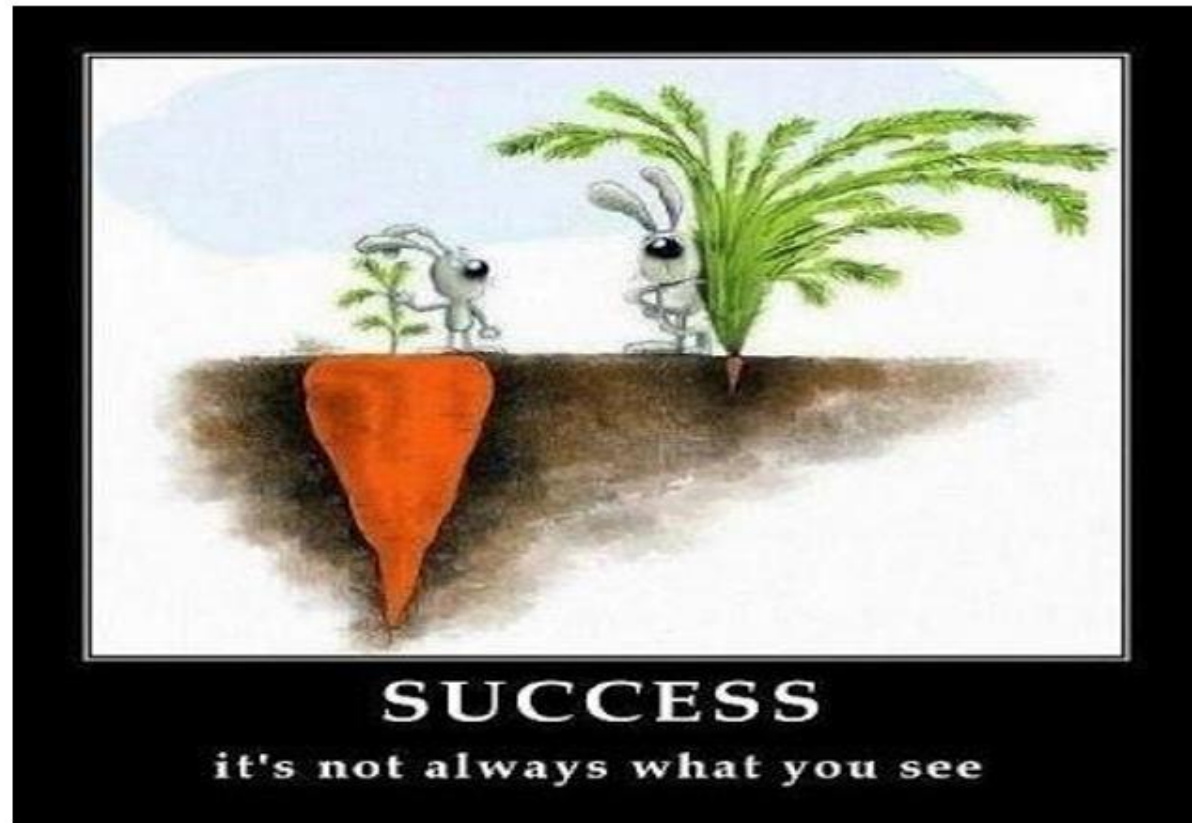
EU COOPERATION PROJECTS LESSONS LEARNED



Learning curve in strategic partnering



Measuring the success



Identified problems in EU Cooperation projects

- Forged documents
- Visa issues (including border crossing)
- Brain drain (refugees)
- Academic Quality of grantees (academic background and language skills included)
- Sustainability in the middle and long run
- Bilateral commitments (university level)
- Political issues (country level)

Identified problems in EU Cooperation projects

- Difficult Faculty recruitment difficult due to legal regulations
- Difficulty administrative staff recruitment (skills, legal regulations)
- Financial means?
- Horizontal understanding at the different faculties and administrative units!!!
- Increasing difficulty in getting new projects
- Bottom up / bottom down mutual understanding
- If 20% of total university population participates in international programs, it still means that 80% do not do it

Identified solutions ... lessons learned

- **Open and clear** statements with your partners about when, how and what will be the selection process.
- Open and clear statements with your partners about budget and financial issues.
- Lobbying at Consulates and Embassies about visa issues
- Regular contacts and face-to-face meetings with your partner universities /contact persons (skype ok, but not enough)
- Foreseen and react to political or bilateral issues
- **Proactive** towards new projects or initiatives (even if you are not 100 % convinced ...)

USC Key Challenges



Internationalization as a process of change

Key challenge 1

Increase attainment levels to provide the graduates and researchers needed (Agenda 2020)



Key challenge 2

Improve
quality and
relevance of
HEIs and HE
(more
transparency
and
international
impact)



Key challenge 3

Quality through mobility & international cooperation (attraction of talent)

Growing war on talents



Key challenge 4

**Knowledge
triangle: linking
HE, research &
business for
excellence and
regional
development**

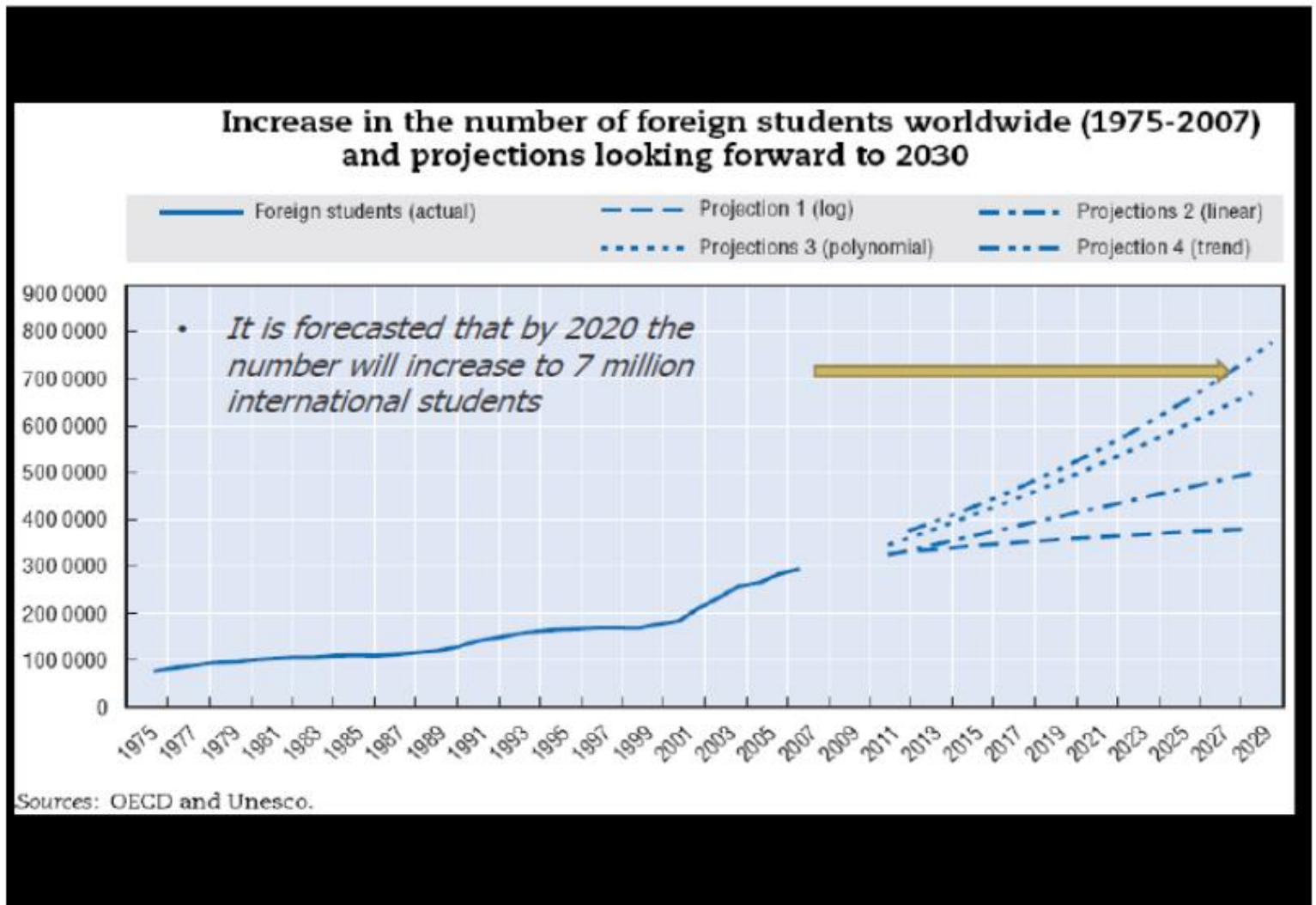


Key challenge 5

Governance & funding to support strategic choices (internal reforms and supporting programs)



2020 Forecast



Brain drain

CFO asks CEO: "What happens if we invest in developing our people and then they leave us?"

CEO: "What happens if we don't, and they stay?"

Invest in people and expertise!!!



THANK YOU VERY MUCH FOR YOUR ATTENTION

Jacobo Feás
Jacobo.feas@usc.es