INTERNATIONALISATION STRATEGY Of University Of Lahej



INTRODUCTION

The global higher education environment is characterized by rapid technological advancements, increasing student and faculty mobility, and a growing emphasis on interdisciplinary research. Universities that adapt to these trends are better equipped to attract talent, secure funding, and produce graduates who are prepared to thrive in a competitive, knowledge based economy. University' of Lahej strategic plan is designed to align with these global trends while addressing the unique needs and challenges of Yemen.

Vision and Mission For Internationalisation

Vision: To become a premier institution in Yemen that fosters academic excellence, research innovation, and international collaboration, preparing students and researchers to address local and global challenges.

Mission: To provide high quality education, promote cutting edge research, and build partnerships that enhance the university's capacity to contribute to sustainable development and societal progress.

The vision and mission reflect University of Lahej commitment to excellence, innovation, and collaboration. By focusing on these core values, the university aims to create a transformative educational experience for its students and contribute to the development of Yemen and the wider world.

THE NEED FOR INTERNATIONALISATION STRATEGY

Internationalisation strategy opens up opportunities for growth and innovation. By leveraging international partnerships, participating in global research initiatives, and adopting best practices from leading universities, University of Lahej can overcome its challenges and achieve its goals.

Key Strategic Goals

The strategic plan for University of Lahej is built around five key goals:

1. Strengthening Research Capabilities: Establishing specialized research centers, promoting ethical research practices, and encouraging high impact publications.

2. Enhancing International Collaboration: Building partnerships with leading universities worldwide and participating in international programs like Erasmus+ and Horizon Europe.

3. Improving Student and Faculty Mobility: Developing frameworks for student and faculty exchanges, short term visits, and secondments.

4. Developing a Robust International Admissions Process: Streamlining admissions for international students and providing comprehensive support services.

5. Securing Research Funding: Applying for competitive grants and leveraging partnerships to secure funding for research and capacity building projects.

Opportunities and Challenges

While the path to achieving these goals is promising, it is not without challenges. Limited financial resources, infrastructure gaps, and the current political and security situation in Yemen may hinder progress. However, these challenges also present opportunities for innovation and resilience. By leveraging digital tools, building strong partnerships, and focusing on high impact research, University of Lahej can overcome these obstacles and achieve its strategic goals.

The Plan To Achieve The Goals of The Internationalisation strategy

The action plan to achieve the strategy within 5 – 10 years is as follows:

1. Strengthening Research Capabilities

No.	Strategic Objective	Description / Key Activities
1.1	Establishing Specialized Research Centers	Establish specialized research centers focusing on cutting-edge and interdisciplinary topics. These centers will serve as hubs for innovation and collaboration, attracting local and international researchers.
1.2	Promoting Research Ethics and Integrity	Implement strict ethical standards to prevent plagiarism, ensure data integrity, and promote responsible research conduct.
1.3	Encouraging High-Impact Publications	Implement strategies to motivate faculty members and researchers to publish high-quality research in high-impact, peer-reviewed journals, enhancing the university's academic visibility and reputation.
1.4	Introducing Research Awards and Incentives	Introduce a system of awards and incentives to motivate researchers and recognize outstanding research achievements.

2. Enhancing International Collaboration

No.	Strategic Objective	Description / Key Activities
2.1	Building Partnerships with International Universities	Establish Inter-Institutional Agreements (IIAs) with universities in Europe, Asia, and other regions to facilitate student and faculty exchanges, joint research projects, and collaborative academic programs.
2.2	Participating in International Programs	Actively participate in international programs such as Erasmus+ and Horizon Europe to facilitate student and faculty exchanges, joint research projects, and capacity-building initiatives.
2.3	Attending International Conferences and Fairs	Participate in international education fairs and research conferences to promote the University of Lahej and attract international collaborations.
2.4	Establishing International Research Networks	Build international research networks to enable collaboration on large-scale projects, resource sharing, and access to global funding opportunities.

3. Improving Student and Faculty Mobility

No.	Strategic Objective	Description / Key Activities
3.1	Developing Erasmus+ Mobility Programs	Develop frameworks for participation in Erasmus+ and facilitate both outgoing and incoming student and faculty mobility.
3.2	Encouraging Global Postdoctoral Fellowships	Encourage researchers to apply for Marie Skłodowska-Curie Actions (MSCA) European Postdoctoral Fellowships to gain international research experience.
3.3	Facilitating Short-Term Visits and Secondments	Facilitate short-term visits and secondments, providing flexible opportunities for students and faculty members to gain international experience without long-term commitments.
3.4	Providing Comprehensive Support Services	Provide comprehensive support services for outgoing and incoming students and faculty members to ensure the successful implementation of mobility programs.

4. Developing a Robust International Admissions Process

No.	Strategic Objective	Description / Key Activities
4.1	Setting Clear Admission Requirements	Establish clear and transparent admission requirements for academic programs, aligned with international standards and effectively communicated to prospective international students.
4.2	Implementing Recruitment Strategies	Implement diverse recruitment strategies targeting different geographical regions and utilizing multiple communication and recruitment channels to attract international students.
4.3	Providing Comprehensive Support Services	Provide comprehensive support services for international students throughout their academic journey, from the application process through graduation.
4.4	Streamlining the Admissions Process	Simplify and improve the admissions process to make it efficient, transparent, and user-friendly, helping attract and retain international students.

5. Securing Research Funding

No.	Strategic Objective	Description / Key Activities
5.1	Applying for Competitive Grants	Develop a strategic approach to applying for competitive grants offered through international programs such as Erasmus+, Horizon Europe, and MSCA European Postdoctoral Fellowships to support research and capacity-building projects.
5.2	Developing Strong Grant Proposals	Provide training and support to researchers to develop high-quality and competitive research proposals that meet international funding requirements.
5.3	Leveraging Partnerships for Funding	Strengthen collaboration with international partners to improve the quality of grant proposals and increase the likelihood of securing research funding.
5.4	Managing and Monitoring Funded Projects	Establish effective project management and monitoring mechanisms to ensure successful implementation and maximize the impact of funded projects.
5.5	Building a Sustainable Funding Model	Develop a diversified and sustainable funding model that combines competitive grants, international partnerships, and self-sustaining initiatives to ensure long-term financial sustainability.

Realistic Internationalization Priorities

Short-Term Objective: Visiting Staff Support and Virtual Exchange

Priority 1: Support for Incoming Visiting Staff

Establish a clear procedure to support visiting academics and international collaborators, including invitation letters, visit schedules, institutional contacts, access to relevant facilities and basic orientation.

Priority 2: Virtual Exchange and Online Academic Collaboration

Pilot virtual exchange activities with partner institutions through online guest lectures, joint seminars, collaborative student activities and research discussions. These activities can help build international relationships while reducing travel and financial barriers.

Long-Term Objective: International Admissions Development

Develop a comprehensive international admissions process as a longer-term objective, subject to an assessment of institutional capacity, regulatory requirements, staffing, student support services and financial sustainability.

.Matrix of Goals, Implementation Mechanisms, Objectives, Activities and Outcomes

No	Goals	Implementation Mechanisms	Objectives	Activities	Outcomes
1	**Strengthening Research Capabilities**	Establishing Specialized Research Centers	Conduct basic and applied research in AI , focusing on areas such as machine learning, natural language processing, and robotics Design and develop games) digital and analog (that address real	Host workshops, seminars, and hackathons to engage students and faculty in AI research. Collaborate with local schools and NGOs to implement game based learning	Publish research papers in high impact journals develop solutions based on AI for local industries, and attract international collaborations. Create educational games that

			world challenges in education, social innovation, and personal development. - Address pressing environmental and socio-economic challenges in Yemen through research on renewable energy, water management, and community development.	solutions. - Partner with international organizations and governme nt agencies to implement sustainabl e solutions.	improve learning outcomes, publish research on learning based on game, and establish partnerships with international gaming companies. - Develop sustainabl e solutions for local communitie s, publish researches about sustainable development, and attract funding for large scale projects.
		Promoting Research Ethics and Integrity	Providetrai ning for researchers on ethical guidelines best practices and. Use plagiarism detection software to screen research papers and thesis. Encourage researchers to share their data and findings through open access platforms. Encourage researchers to share their data and findings through open acces platf1rms.2	Provide training for researchers on ethical guidelines and best practices. Cond uct workshops on academic writing and proper citation methods. Promote transparency and reproducibility in research.	Ensureall research projects adhere to ethical standards, reduce instances of academic misconduct, and enhance the university's reputation for integrity. Reduce plagiarism rates, improve the quality of academic writing, and foster a culture of originality and honesty. Increase the visibility and impact of research, foster collaboration, and enhance the credibility

		Encouraging High Impact Publications	Introduce awards and financial incentives for faculty who publish in Scopus indexed or Web of Science journals. Increase the number of high impact publications, enhance the university's academic reputation, and attract more research funding. Encourage interdisciplinary and international collaborations to increase the quality and impact of research. Provide small grants to support pilot projects and early-stage research.	Recognize outstanding research contributions during annual university events. Provide access to resources like EndNote and Mendeley for reference management. Facilitate partnerships with leading universities and research institutions.	Increase the number of high impact publications, enhance the university's academic reputation, and attract more research funding. Improve the quality of research papers, increase acceptance rates in high impact journals, and build researchers' confidence in writing and publishing.
		Introducing Research Awards and Incentives	Recognize faculty and students who publish in high impact journals or secure competitive grants. Develop formal agreements that outline the terms of collaboration, including student and faculty exchanges, joint	Provide financial rewards, certificates, and public recognition. Encourage young researchers to develop innovative ideas and pursue independent research. Ensure that agreements are mutually beneficial and aligned with the strategic goals of both institutions.	Boost morale, encourage high quality research, and create a supportive environment for collaboration. Produce high quality research outputs, attract international recognition, and foster a culture of Foster a new generation of researchers, increase research output, and foster a culture of international
2	Enhancing International Collaboration	Building Partnerships with International Universities			Increase student and faculty mobility, enhance research output, and attract external funding for larger projects.

			research initiatives, and shared resources. - Develop joint degree programs, dual degree programs, and short term academic exchanges.		collaboration. - Attract international students, enhance the academic reputation of Lahej University, and provide students with global exposure.
		Participating in International Programs	Develop frameworks for outgoing and incoming student mobility, providing grants for students to study or conduct research abroad. Encourage researchers to apply for European Postdoctoral Fellowships and Global Postdoctoral Fellowships, which provide funding for international research mobility.	Apply for funding to modernize curricula, improve governance, and enhance the quality of education. Participate in MSCA research networks to collaborate with leading institutions and build potential partnerships, recruit international students, and learn about global trends in higher education. Collaborate with international researchers on joint presentations and publications.	Increase student and faculty mobility, improve the quality of education, and enhance the university's international reputation. Enhance research output, attract international researchers, and foster a culture of innovation and collaboration. Increase international student enrollment, build partnerships, and enhance the university's global visibility. Enhance the university's research reputation, foster collaborations, and increase the impact of research outputs.
		Attending International Fairs and Conferences	Attend fairs like the EAIE Conference (European Association for International Education) and NAFSA (Association of International Educators) to showcase Lahej University's programs and research. Present research findings at international conferences in	Use these platforms to network with potential partners, recruit international students, and learn about global trends in higher education.	

			sustainable development , and applied games .		
		Establishing International Research Networks	Join research consortia that bring together universities, research institutions, and industry partners from around the world. Use digital tools like Zoom , Microsoft Teams , and Research Gate to facilitate virtual collaboration with international partners.	- Organize webinars, workshops, and virtual conferences to share knowledge and build relationships.	Access funding for large scale projects, enhance research output, and contribute to global knowledge. Foster collaboration, reduce barriers to international engagement, and enhance the university's global reputation.
3	**Improving Student and Faculty Mobility**	Developing Erasmus+ Mobility Programs	Students must meet academic and language proficiency requirements. Partner with international universities to attract students for short term exchanges. Faculty members can spend a short period (e.g., one week) teaching at a partner university, sharing their expertise and gaining new perspectives.	Provide grants to cover travel, accommodation, and living expenses during the mobility period. Offer orientation programs, language courses, and cultural activities to help incoming students adapt to life in Yemen. Faculty members can participate in training program s, workshops, or conferences	Students gain international experience, improve language skills, and enhance their employability. Increase cultural diversity on campus, foster global citizenship, and build lasting relationships with partner universities. Faculty gain international exposure, improve teaching and research practices, and build networks with
		Encouraging Global Postdoctoral Fellowships	Researchers spend 12 - 24 months at a partner	- Provide guidance on application	- Researchers gain international experience,

			institution in a third country (e.g., a university in Europe or Asia). - Researchers spend 12 - 24 months at a host institution in Europe, conducting research and collaborating with international colleagues.	processes, help researchers identify suitable host institutions, and offer financial support for travel and living expenses.	enhance their research skills, and contribute to the university's research output. - Researchers build international networks, publish high impact research, and bring new ideas and methodologies back to University of Lahej.
		Facilitating Short Term Visits and Secondments	Partner with international universities to offer summer schools in specialized fields. Faculty members can spend a few months at a partner institution to collaborate on research projects, access specialized facilities, or learn new methodologies.	Provide opportunities for students to spend a few months conducting research at a partner institution. Faculty members can spend time at a partner institution to learn about best practices in university administration, or teaching.	Students gain hands on experience, build international networks, and enhance their academic and professional skills. Faculty gain new skills, build international collaborations, and bring innovative ideas back to University of Lahej.
		Providing Comprehensive Support Services	Offer workshops on cultural adaptation, language skills, and academic expectations. Assign a mobility coordinator at Lahej University to assist participants with any issues during their mobility period. Organize debriefing sessions for returning participants to	Provide information on visa requirements, travel arrangements, and health insurance. Provide access to online resources, such as virtual office hours and support forums. Encourage participants	Participants are well prepared for their mobility experience and can focus on their academic and professional goals. Participants feel supported and can fully engage in their mobility experience. Participants integrate their

			their experiences and insights.	skills and knowledge in their studies, research, or teaching.	experience into their work at University of Lahej, contributing to the university's academic and research goals.
4	**Developing a Robust International Admissions Process**	Setting Clear Admission Requirements	Set clear admission requirements for Bachelor's Degrees. Set clear admission requirements for Master's Degrees. Set clear admission requirements for Doctoral Degrees.	- Publish the admission requirements	Ensure that admitted students have the necessary academic and language skills to succeed in their studies. Attract highly qualified students who are prepared for advanced academic work. Admit students with strong research potential who can contribute to the university's academic and research goals.
		Implementing Recruitment Strategies	Develop a user friendly website and active social media presence to showcase programs, admission requirements, and student life. Partner with high schools in target regions to promote Lahej University's programs and admission opportunities. Work with trusted education agents in key regions to promote	Host online events where prospective students can learn about programs, meet faculty, and interact with current students. Offer scholarships to top students from partner high schools to encourage them to apply. Provide agents with up to date information about programs,	Increase awareness of University of Lahej among international students and provide them with the information they need to make informed decisions. Build long term relationships with high schools and attract talented students from diverse backgrounds. Increase the number of

			process. - Attend international education fairs, such as the EAIE Conference and NAFSA , to promote University of Lahej and meet prospective students.	and support services. - Collect contact information from interested students and follow up with personalized communication.	international students and ensure that they receive accurate and timely information. - Build the university's
		Providing Comprehensive Support Services	Provide guidance on application requirements, document submission, and visa processes. Provide airport pickup, temporary accommodation, and campus tours for new students. Organize events, such as cultural festivals, language exchange programs, and international student clubs, to help students integrate into the university community.	Offer pre departure webinars and orientation materials to help students prepare for their move to Yemen. Offer English language courses and tutoring for students who need additional support. Pair international students with local students or faculty mentors to provide guidance and support.	Ensure that students are well prepared for their academic journey and feel supported from the start. Help students adapt to their new environment and succeed academically. Foster a sense of belonging and create a welcoming environment for international students.
		Streamlining the Admission s Process	Create an online application portal where students can submit their application, upload documents, and track their application status. Use digital tools to verify academic credentials, language	Provide applicants with regular updates on their application status and any additional requirements. Use clear and consistent criteria to evaluate applications,	Ensure that students have access to the resources they need to maintain their health and wellbeing. Ensure that applications are processed efficiently and transparently. Admit qualified

			proficiency, and other required documents. - Include faculty members, international student advisors, and administrative staff in the admissions committee.	ensuring fairness and transparency.	students who align with the university's academic and strategic goals.
5	**Securing Research Funding**	Applying for Competitive Grants	To modernize curricula, improve governance, and enhance the quality of education in partner countries. Focus on areas like climate action, digital transformation, and health. Encourage researchers to apply for European Postdoctoral Fellowships and Global Postdoctoral Fellowships, which provide funding for international research mobility.	Collaborate with international partners to develop project proposals that address specific needs in Yemen's higher education sector. Develop large scale research projects in collaboration with international partners, emphasizing excellence, impact, and implementation.	Secure funding for capacity building projects, improve the quality of education, and enhance the university's international reputation. Secure significant research funding, enhance the university's research capabilities, and contribute to global knowledge.
		Developing Strong Grant Proposals	Emphasize the originality, ambition, and scientific quality of the research. Highlight the potential benefits of the research for society, the economy, and the environment. Provide a detailed	Describe the research methodology, including interdisciplinary approaches, gender dimensions, and open science practices. Develop a plan for disseminating	Enhance research output, attract international researchers, and foster a culture of innovation and collaboration. Demonstrate the scientific excellence of the proposed research and increase the chances of securing funding. Showcase the relevance and impact of the research, making

			work plan, including deliverables, milestones, and a Gantt chart.	research results and exploiting them for maximum impact. - Identify potential risks and develop contingency plans to address them.	it more attractive to funding agencies. - Demonstrate the feasibility and effectiveness of the proposed research, increasing the likelihood of funding.
		Leveraging Partnerships for Funding	Partner with leading universities, research institutions, and industry players to form research consortia. Seek mentorship from experienced researchers and institutions that have successfully secured funding.	Organize workshops on grant writing, project management, and international collaboration.	Access funding for large scale projects, enhance research output, and contribute to global knowledge. Improve the quality of grant proposals and increase the success rate of applications.
		Managing and Monitoring Funded Projects	Assign a project manager to oversee the implementation of funded projects, ensuring that deliverables and milestones are met. Develop a detailed budget for each project, ensuring that funds are allocated appropriately and used efficiently. Develop performance indicators to measure the progress and impact of funded	Maintain regular communication with funding agencies, partners, and stakeholders to provide updates and address any issues. Provide regular financial reports to funding agencies, detailing expenditures and justifying any deviations from the budget. Collect feedback from project	Ensure that projects are implemented efficiently and effectively, meeting the objectives and expectations of funding agencies. Ensure transparency and accountability in the use of funds, building trust with funding agencies and partners. Demonstrate the impact of funded projects, justify continued

		Building a Sustainable Funding Model	Seek funding from national and international governmental agencies for research and capacity building projects. Develop research centers that generate revenue through consulting, training, and commercialization of research outputs.	Collaborate with private companies to secure funding for applied research and innovation projects. The AI Lab and Applied Games Lab can offer services to local industries and organizations, generating income to support ongoing research.	Reduce reliance on a single funding source and increase financial stability. Create a sustainable funding model that supports long term research and innovation.

Implementation Timeline and Performance Indicators

Period	Key Activities	Performance Indicators
2026 — Establish Foundations	Designate the IRO coordinator and college focal points; define operating procedures; map existing partnerships; prepare a visiting-staff support guide.	IRO coordinator appointed; college focal points designated; operating procedures approved; partnership register completed; support guide published.
2027 — Pilot and Evaluate	Pilot virtual exchange activities; support incoming visiting academics; initiate joint activities with selected partner institutions.	Number of virtual exchanges delivered; number of visiting staff supported; number of participating colleges and partner institutions; participant satisfaction rate.
2028–2029 — Consolidate and Expand	Expand successful initiatives; strengthen active partnerships; develop international project proposals; assess readiness for longer-term international admissions development.	Number of active partnerships with documented activities; number of joint initiatives; number of international proposals submitted; participation in mobility and virtual exchange; annual achievement rate against approved targets.

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Monitoring and Evaluation

The IRO should maintain a performance dashboard and review progress every six months. Indicators should be assessed against approved annual targets, with corrective actions documented whenever progress falls below expectations.

International Relations Office (IRO): Mandate, Staffing and Organisational Position

International Relations Office (IRO) – Roles and Responsibilities

No.	Area of Responsibility	Roles and Responsibilities
1	Strengthening Research Capabilities	Coordinating international partnerships, academic mobility, and exchange activities.
2	Supporting International Projects	Supporting the preparation of international project proposals and funding applications.
3	Partnership and Agreement Management	Maintaining a central register of international partnerships, agreements, and joint activities.
4	Supporting Academic Colleges	Assisting academic colleges in developing international collaborations and research partnerships.
5	Performance Monitoring	Monitoring progress against the university's internationalization objectives and performance indicators.
6	Guidance and Support	Providing guidance to university staff on international opportunities, visiting scholars, and collaborative initiatives.

Staffing Structure

No.	Position / Component	Roles and Description
1	International Relations Coordinator	Responsible for coordinating and managing the office's activities during the initial operational phase.
2	Part-time Administrative and Data Management Officer	Providing administrative support and managing the office's data and information.
3	Internationalization Focal Points	Each academic college should nominate a representative to facilitate communication and coordination with the IRO.
4	Future Staffing Expansion	Additional staffing should be considered as the office's workload, funding, and operational needs increase.

Organizational Position

No	Organizational Element	Description
1	Organizational Establishment	The IRO should be established as a central university-level unit.
2	Institutional Affiliation	The office should report to the university leadership, ideally the vice-presidency responsible for international relations and research.
3	Reporting Line	The office's administrative and supervisory reporting line should be formally defined.
4	Authority and Responsibilities	The office's authority, roles, and responsibilities should be clearly and formally established.
5	Coordination Mechanisms	Formal coordination arrangements should be established with academic colleges and relevant administrative departments.

Internationalization Task Force: Membership and Reporting

Membership.

No.	Membership Position	Role / Description
1	Chairperson	A designated senior university leader serving as Chair of the Task Force.
2	Secretary and Operational Lead	The International Relations Office (IRO) Coordinator.
3	Academic College Representatives	Representatives from the university's academic colleges.
4	Graduate Studies and Scientific Research Representative	Representing graduate studies and scientific research activities.
5	Quality Assurance Representative	Representing the university's quality assurance unit.
6	Student Affairs and Finance or Planning Representatives	Representing student affairs and the relevant finance or planning departments.
7	Information Technology and Website Team Representative	Representing information technology and the university website team.
8	Gender Equality and Inclusion Focal Point	A designated representative responsible for gender equality and inclusion considerations.
9	Additional Contributors (As Needed)	Students, visiting academics, and external partners may be invited to contribute to specific discussions when relevant.

nternationalization Task Force – Responsibilities

No.	Responsibility	Description
1	Developing Annual Implementation Plans	Translate the internationalization strategy into annual implementation plans.
2	Assigning Responsibilities and Deadlines	Assign responsibility and establish deadlines for each strategic action.
3	Coordinating Institutional Activities	Coordinate internationalization activities across academic colleges and administrative units.
4	Monitoring Performance	Review performance indicators, implementation challenges, and resource requirements.
5	Recommending Corrective Measures	Recommend corrective measures and prioritize activities according to institutional capacity.
6	Advising University Leadership	Advise university leadership on implementation progress, risks, and opportunities.

Meeting and Reporting Arrangements

No.	Activity / Report	Frequency	Responsible Entity	Description
1	Task Force Meetings	Quarterly	Internationalization Task Force	Review implementation progress and address operational challenges.
2	Progress Report and Performance Dashboard	Every Six Months	International Relations Office (IRO)	Submit a concise progress report and performance dashboard to university leadership.
3	Annual Report	Annually	International Relations Office (IRO)	Summarize achievements, performance indicators, partnerships, expenditure, implementation risks, lessons learned, and priorities for the following year.
4	Risk and Delay Escalation	As Needed	International Relations Office (IRO) / Task Force	Escalate significant risks or delays to university leadership without waiting for the next scheduled report.

Gender Equality and Inclusion – Proposed Actions

No.	Proposed Action	Description / Key Activities
1	Monitor Participation	Collect and review participation data for international activities by gender and, where lawful and appropriate, other relevant inclusion dimensions.
2	Ensure Transparent Access	Publicize international opportunities across all academic colleges and apply clear and transparent selection criteria.
3	Reduce Participation Barriers	Consider accessibility requirements, internet connectivity, scheduling constraints, caring responsibilities, and other barriers that may limit participation.
4	Promote Women's Academic Leadership	Encourage women academics and early-career researchers to lead or co-lead international projects, research proposals, and collaborative activities.
5	Support Safe Participation	Establish clear and confidential reporting procedures for harassment or discrimination associated with international activities, and communicate relevant safeguarding expectations to partners.
6	Review Equity Outcomes	Assess participation gaps annually and introduce corrective actions where disparities are identified.

Gender Equality and Inclusion – Suggested Indicators

No.	Performance Indicator	Measurement / Assessment
1	Participation Rates in International Activities by Gender	Measure the participation rates of women and men in international activities.
2	Women's Academic Leadership	Number of women academics leading or co-leading international initiatives.
3	Distribution of International Opportunities Across Academic Colleges	Assess how international opportunities are distributed among the university's academic colleges.
4	Inclusion Barriers Addressed	Number of inclusion-related barriers identified and addressed.
5	Safeguarding and Reporting Procedures	Availability of documented safeguarding policies and reporting procedures.

Summary of the Strategic Plan

The strategic plan is built around five key goals, each of which is supported by actionable steps and measurable outcomes:

1. Strengthening Research Capabilities:

   Establish specialized research centers in areas like Artificial Intelligence , Applied Games , and Sustainable Development .

   Promote ethical research practices and encourage high impact publications.

   Introduce research awards and incentives to motivate faculty and students.

2. Enhancing International Collaboration:

   Build partnerships with leading universities worldwide and participate in international programs like Erasmus+ and Horizon Europe .

   Attend international conferences and fairs to promote Lahej University and attract collaborations.

   Establish international research networks to facilitate large scale projects.

3. Improving Student and Faculty Mobility:

   Develop frameworks for student and faculty exchanges, short term visits, and secondments.

   Encourage participation in Global Postdoctoral Fellowships and other mobility programs.

   Provide comprehensive support services to ensure the success of mobility participants.

4. Developing a Robust International Admissions Process:

   Set clear admission requirements for international students and streamline the application process.

   Implement recruitment strategies to attract students from diverse regions

   . Provide comprehensive support services to help international students adapt and succeed.

5. Securing Research Funding:

   Apply for competitive grants from programs like Erasmus+ , Horizon Europe , and MSCA European Postdoctoral Fellowships .

   Develop strong grant proposals that emphasize excellence, impact, and implementation.

   Leverage partnerships and build a sustainable funding model to

   support long term research

Expected Outcomes

The successful implementation of this strategic plan will bring significant benefits to Lahej University, its students, faculty, and the broader community. The expected outcomes include:

Increased Research Output

The establishment of specialized research centers and the promotion of high impact publications will enhance the university's research output and reputation.

Enhanced Global Reputation

Participation in international programs, conferences, and partnerships will raise the university's profile on the global stage.

Improved Student and Faculty Experience

Mobility programs and international collaborations will provide students and faculty with valuable opportunities for academic and professional growth.

Increased International Student Enrollment

A robust international admissions process and comprehensive support services will attract more international students to Lahej University.

Financial Sustainability

Securing competitive grants and building a sustainable funding model will provide the financial resources needed to support research and capacity building initiatives.

Long Term Benefits

The long term benefits of this strategic plan extend beyond the university to the broader community and society:

Economic Development

Research and innovation will contribute to the development of local industries and the creation of new job opportunities.

Social Impact

Research on sustainable development and applied games will address pressing societal challenges and improve quality of life.

Global Citizenship

International collaboration and cultural exchange will foster global citizenship and promote mutual understanding.

The Way Forward

The implementation of this strategic plan requires commitment, collaboration, and continuous improvement. Lahej University will establish a dedicated task force to oversee the implementation process, monitor progress, and make adjustments as needed. Regular feedback from students, faculty, and partners will ensure that the plan remains aligned with the university's goals and the needs of its stakeholders.

By aligning with international standards, fostering collaboration, and investing in research and innovation, Lahej University can achieve its vision of becoming a globally recognized institution that contributes to the development of Yemen and the wider world.