



**REPUBLIC OF TÜRKİYE
HAKKARI UNIVERSITY**

**INTERNATIONALIZATION STRATEGY DOCUMENT
2026 – 2028**

**PREPARED BY
INTERNATIONAL COOPERATION OFFICE**

**APPROVED BY
SENATE OF HAKKARI UNIVERSITY**

**Zeynel Bey Campus Central Classrooms Building 30000 Hakkari – Türkiye
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PRESENTATION

The internationalization of higher education institutions has become one of the key elements that enhance academic quality, improve research capacity, and strengthen the international visibility of institutions in an increasingly competitive global environment. International collaborations, student and staff mobility, joint projects, and intercultural interaction activities play a significant role in the institutional development of universities and in increasing their competitiveness at the international level.

Since its establishment, Hakkari University has regarded contributing to regional development, increasing scientific productivity, and enhancing national and international academic collaborations as its core objectives. In this context, Erasmus+ mobility activities, international project initiatives, youth programs, and volunteering activities have made significant contributions to the internationalization process of our university.

The Internationalization Strategy Document covering the 2026–2028 period has been prepared in alignment with our university’s 2024–2028 Strategic Plan. It includes strategic objectives aimed at strengthening international mobility activities, enhancing international academic collaborations and project capacity, expanding youth and volunteering activities, establishing international student capacity, and increasing institutional visibility.

With this document, it is aimed to carry out our university’s internationalization activities within a planned, sustainable, and measurable framework. We believe that the determined strategic objectives will make significant contributions to the internationalization process of our University, and I would like to express my gratitude to all units involved in the preparation of this document, especially the Office of International Cooperation.

Prof. Dr. Musa GENÇCELEP
Rector

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1. INTRODUCTION

With the process of globalization, the internationalization of higher education institutions has become one of the key factors that enhance academic quality, improve research capacity, and support the global competitiveness of universities. International collaborations, student and staff mobility, joint research activities, and intercultural interaction processes play a strategic role in the institutional development of universities and in increasing their international visibility.

As a higher education institution that regards contributing to regional development, increasing scientific productivity, and enhancing national and international academic collaborations among its core objectives, Hakkari University adopts internationalization as a key component of its institutional development. In line with its young academic and administrative staff, developing institutional capacity, and quality-oriented management approach, the University aims to strengthen its international activities through a sustainable, planned, and systematic approach.

This strategy document has been prepared in alignment with Hakkari University's 2024–2028 Strategic Plan and sets out a strategic roadmap for achieving the University's internationalization objectives within a planned, sustainable, and measurable framework. The document includes the main strategic orientations regarding the University's international mobility activities, academic collaborations, international student processes, youth and volunteering programs, and international promotion activities.

2. SCOPE

This strategy document covers international mobility activities, international academic collaborations, international student processes, youth and volunteering programs, as well as international promotion and visibility activities carried out within Hakkari University.

The document establishes the main framework for the planning, implementation, monitoring, and evaluation of the University's internationalization objectives. It also serves as a guide in determining the institutional orientations related to the University's internationalization activities.

3. LEGAL BASIS AND POLICY FRAMEWORK

This strategy document has been prepared based on Hakkari University's 2024–2028 Strategic Plan, as well as national and international policy documents, strategic frameworks related to internationalization in higher education, and relevant program regulations. In this context, the following key policy and reference documents have been taken into consideration:

- Hakkari University 2024–2028 Strategic Plan
- Council of Higher Education (YÖK) 2024–2028 Internationalization Strategy Document in Higher Education
- Erasmus Charter for Higher Education (ECHE) Principles
- Erasmus+ Programme Guide
- European Union education and youth policies

- Türkiye's Development Plans
- The University's quality assurance system

4. INSTITUTIONAL APPROACH TO INTERNATIONALIZATION

Hakkari University considers internationalization as a comprehensive process that is not limited to student mobility alone, but also encompasses education, research, social contribution, youth, and volunteering activities.

The University's approach to internationalization is built on three main pillars:

1. Academic mobility and international collaborations
2. International projects, youth, and volunteering activities
3. Institutional capacity and international visibility

In line with this approach, the University adopts a multidimensional internationalization model that integrates higher education mobility programs with youth and volunteering programs.

5. CURRENT SITUATION AND AREAS FOR DEVELOPMENT

The University implements KA131 and KA171 projects within the scope of the Erasmus+ Programme and has established international collaborations with European Union programme countries and partner countries. Under KA171, partnerships have been developed with countries in Region 1, Region 2, Region 3, and Region 10.

The acceptance of the Erasmus+ Youth Accreditation (KA150) project, applied for during the 2025 call period, has been an important institutional achievement for the University. Through this accreditation, the University has gained the capacity to implement long-term and sustainable projects in the field of youth.

However, the fact that international student admission processes are still in the development phase and that there are currently no international students at the University is considered an area for improvement.

6. SWOT ANALYSIS

6.1. Strengths

- a) Experience in implementing projects within the scope of the Erasmus+ Programme
- b) A young, dynamic, and development-oriented academic and administrative workforce
- c) An institutionally established coordination structure of the Office of International Cooperation
- ç) Strong institutional commitment and administrative support for internationalization
- d) Acquisition of the Erasmus+ Youth Accreditation (KA150)
- e) The University's regional location offering potential for cross-border cooperation
- f) Increasing institutional awareness regarding student and staff mobility

6.2. Areas for Improvement

- a) Absence of international (foreign) students at the University
- b) Need to increase the number of courses and programs offered in foreign languages
- c) Need to develop institutional support and integration mechanisms for international students
- ç) Need to enhance academic staff experience in developing international projects
- d) Need to improve the University's international academic visibility
- e) Need to strengthen international promotion and digital visibility activities

6.3. Opportunities

- a) International funding and cooperation opportunities provided under the Erasmus+ Programme
- b) Emergence of sustainable project opportunities through Erasmus+ Youth Accreditation (KA150)
- c) Potential to develop volunteering and solidarity activities within the scope of the European Solidarity Corps (ESC)
- ç) Growing global trend toward international academic collaborations
- d) Türkiye's increasing visibility in the international higher education area and expanding cooperation opportunities
- e) Advantages provided by digital communication tools for international promotion activities

6.4. Threats

- a) Transportation challenges related to the University's geographical location
- b) Increasing competition in attracting international students
- c) Potential limitations in accessing financial resources
- ç) Limited foreign language proficiency
- d) Possible impacts of regional and global developments on international mobility activities

7. STRATEGIC VISION, MISSION, AND CORE PRINCIPLES

7.1. Vision

To become a university recognized at the international level, developing sustainable academic collaborations and actively participating in youth and volunteering programs.

7.2. Mission

To enhance the global competencies of students and staff by integrating an international dimension into education, research, and social contribution activities.

7.3. Core Principles

- Inclusiveness and equal opportunities
- Quality orientation
- Transparency and accountability
- Sustainability
- Contribution to regional development
- Continuous improvement

8. STRATEGIC OBJECTIVES

Objective 1 — Strengthening International Mobility Activities

Hakkari University considers student and staff mobility activities carried out under the Erasmus+ Programme as a fundamental component of its institutional internationalization strategy. In this regard, it aims to increase, diversify, and ensure the sustainability of student and staff mobility activities within the scope of KA131 and KA171 projects.

Through international mobility activities, the University aims to support students' academic development, enhance staff professional capacity, strengthen institutional collaborations, and increase the University's international visibility.

In this context, the following activities are planned to be implemented:

- Increasing and diversifying student and staff mobility activities within the Erasmus+ Programme
- Developing initiatives to support access of socio-economically disadvantaged individuals to international opportunities
- Strengthening information and guidance activities to encourage academic and administrative staff participation in international mobility programmes
- Monitoring, disseminating, and informing relevant units about international scholarships, grants, and exchange programme opportunities
- Enhancing institutional coordination related to international mobility processes
- Supporting awareness-raising activities for international programmes in line with environmental sustainability and green transition principles

The development of international mobility activities will contribute to strengthening the University's academic capacity, increasing institutional collaborations, and ensuring the sustainable achievement of internationalization goals.

Objective 2 — Enhancing Institutional Capacity within Erasmus+ KA1 Programmes and Expanding Youth Activities

Hakkari University considers strengthening its institutional capacity across all activities under Key Action 1 (KA1) of the Erasmus+ Programme as one of its strategic priorities. The Office of International Cooperation (Erasmus+ Office), operating within the University, serves as the central unit responsible for coordinating KA1 programmes and plays a key role in the planning,

implementation, and monitoring of activities carried out in the fields of higher education, youth, and volunteering.

In this regard, the University aims to enhance its project development capacity and diversify international activities in cooperation with relevant academic and administrative units across all KA1 activity areas.

The Erasmus+ Youth Accreditation (KA150) project, approved during the 2025 call period, has significantly contributed to strengthening the University's institutional capacity in the field of youth. Within the scope of this accreditation, youth activities are planned to be implemented in a sustainable framework.

In this context, the following activities are targeted for development:

- Maintaining and further developing student and staff mobility activities under KA131
- Expanding international credit mobility under KA171
- Implementing youth mobility activities under KA151
- Carrying out youth exchange projects under KA152
- Implementing mobility projects for youth workers under KA153
- Developing youth participation projects under KA154

The Office of International Cooperation will support project development processes in coordination with the relevant units of the University across all activity areas under Key Action 1 (KA1) of the Erasmus+ Programme, contributing to the institution's internationalization objectives.

Objective 3 — Increasing Regional Diversity under KA171 and Expanding the International Cooperation Network

Hakkari University considers the activities carried out under the Erasmus+ Programme International Credit Mobility (KA171) as an important component of its institutional internationalization strategy. The University currently maintains collaborations with various countries within the scope of Region 1, Region 2, Region 3, and Region 10.

In order to strengthen the sustainability of KA171 activities during the 2026–2028 period, the University aims not only to maintain existing partnerships but also to develop institutional collaborations with new regions and countries. In this context, it is planned to establish new agreements with countries that have high potential for academic cooperation and sufficient mobility capacity.

Through KA171 projects, the University aims to increase student and staff mobility, deepen academic collaborations, and enhance its international visibility.

Objective 4 — Developing Volunteering and Solidarity Activities under the European Solidarity Corps (ESC)

Hakkari University considers increasing youth participation in society, supporting volunteering activities, and contributing to solidarity initiatives among its institutional priorities. The European Solidarity Corps (ESC), as a comprehensive programme encompassing international

volunteering activities, national volunteering activities, solidarity projects, and quality certification processes, holds an important place within the University's internationalization strategy.

In this regard, the University aims to apply for and obtain the European Solidarity Corps Quality Label (ESC50-QLA) in 2026. With the acquisition of this quality label, it is planned to strengthen the University's institutional capacity in the field of volunteering, increase its participation in international volunteering projects, and develop solidarity projects at the local level.

Within the scope of the ESC, the activities to be carried out are planned to be integrated with the University's youth work and social contribution activities, covering the following areas:

- International volunteering activities
- National volunteering activities
- Solidarity projects
- Institutional quality certification

Objective 5 — Enhancing International Student Admission Capacity and Increasing the Number of International Students

Hakkari University aims to develop its international student admission capacity and increase the number of international students as an important component of its internationalization strategy. In this context, international students are addressed through a comprehensive approach, including both degree-seeking (foreign national) students and those participating in exchange programmes.

At present, the absence of international (foreign national) students and incoming students under the Erasmus+ Programme highlights the need to strengthen institutional capacity in this area. Accordingly, during the 2026–2028 period, it is aimed to enhance international student admission processes, increase the number of incoming students, and establish institutional support mechanisms for international students.

In this context, the following activities are planned to be carried out:

- Developing international (foreign national) student admission policies
- Improving international student application and admission processes
- Increasing the University's international promotion activities
- Increasing the number of incoming students within the scope of Erasmus+ and other exchange programmes
- Encouraging the active participation of academic units in international student admission processes
- Developing a pool of English-taught courses for incoming students within the scope of Erasmus+ mobility
- Strengthening academic advising and integration processes for international students

- Establishing support and guidance mechanisms for international students
- Developing information and guidance activities to support the academic and social integration of international students

The inclusion of international students will enhance academic diversity, strengthen intercultural interaction, and make a significant contribution to the University's international visibility.

Objective 6 — Developing International Academic Collaborations and Project Capacity through Institutional Cooperation

Hakkari University considers the development of international academic collaborations and the enhancement of international project capacity as key components of its institutional internationalization strategy. In order to achieve its internationalization goals, the University aims to strengthen cooperation between academic and administrative units and to support international activities at the institutional level.

While activities under Key Action 1 (KA1) of the Erasmus+ Programme are carried out under the coordination of the Office of International Cooperation, international project activities outside KA1 are conducted by the Project Coordination Application and Research Center. In this context, it is aimed to strengthen coordination among relevant units and support institutional cooperation in order to enhance the University's capacity for developing international projects.

In this context, the following activities are planned to be carried out:

- Supporting initiatives aimed at developing academic collaborations with higher education institutions, research organizations, and other relevant institutions abroad
- Strengthening institutional coordination of processes related to the preparation, implementation, and monitoring of international cooperation protocols, memoranda of understanding (MoUs), and similar agreements
- Supporting initiatives for joint degree, double degree, and similar joint education programmes, and ensuring coordination among relevant units
- Conducting information and awareness-raising activities to enhance the capacity of academic and administrative staff in developing international projects
- Supporting efforts to increase the University's access to international project opportunities
- Encouraging activities aimed at fostering a culture of international academic and research collaboration

Strengthening international academic collaborations will significantly contribute to increasing the University's scientific productivity, enhancing its institutional capacity, and improving its international visibility.

Objective 7 — Increasing Institutional International Visibility and Recognition

Hakkari University considers enhancing its international recognition and strengthening its institutional visibility as a key component of its internationalization strategy. In order to develop international academic collaborations, increase international student and mobility capacity, and

take a more active role in global academic networks, the University aims to strengthen its institutional promotion and representation activities.

In this context, it is planned to increase activities aimed at promoting the University at the international level, to make effective use of digital communication tools, and to improve communication processes with international stakeholders.

In this regard, the following activities are planned to be carried out:

- Increasing activities aimed at promoting the University at the international level and developing promotional materials
- Encouraging participation in international meetings, workshops, training, and promotional events to represent the University
- Supporting initiatives to enhance the University's visibility in international academic networks, platforms, and cooperation environments
- Improving the effectiveness of the University's international communication and correspondence processes
- Developing multilingual digital content and strengthening institutional web environments to support international visibility
- Supporting communication and cooperation processes with international stakeholders at the institutional level

Enhancing institutional international visibility will strengthen the University's capacity to attract international students, support academic collaborations, and contribute to reinforcing its position within the global academic environment.

9. ALIGNMENT WITH THE ERASMUS+ PROGRAM AND ERASMUS POLICY APPROACH

Hakkari University plans and implements its activities under the Erasmus+ Programme in alignment with its institutional strategic objectives.

The University carries out its Erasmus+ activities in line with the following European Union priorities:

- Inclusion and equal access
- Digital transformation
- Environmental sustainability
- Participation and youth empowerment
- Institutional capacity building

This strategy document establishes the institutional policy framework that supports the University's fulfilment of its obligations under the Erasmus Charter for Higher Education (ECHE).

In accordance with its commitments under the Erasmus Charter for Higher Education (ECHE), Hakkari University undertakes to carry out its international mobility activities based on the principles of quality, transparency, equal access, and institutional responsibility.

10. GOVERNANCE MODEL

The internationalization activities of Hakkari University are carried out under the coordination of the Office of International Cooperation. Academic units and relevant administrative units actively contribute to these processes.

The Office of International Cooperation supports the processes related to the Bologna Process, the European Credit Transfer and Accumulation System (ECTS), and the Diploma Supplement with an internationalization perspective, and ensures coordination with relevant units.

The University Quality Commission plays a role in the monitoring and evaluation processes.

11. PERFORMANCE INDICATORS

Performance indicators have been established to monitor and evaluate the objectives defined within this strategy document. These indicators will be used to measure the effectiveness of the University's internationalization activities, to monitor processes, and to support continuous improvement efforts.

Data related to the performance indicators will be monitored in alignment with the University's institutional data management infrastructure, and will be regularly tracked and reported through the Integrated Quality Management System (BKYS).

Target values for the performance indicators included in this strategy document have been defined for the 2026–2028 period, and it is aimed that these indicators will be systematically monitored and evaluated throughout the relevant period.

The table below presents the performance indicators and target values for the 2026–2028 period.

No	Target Performance Indicators	2026	2027	2028
1	Number of bilateral agreements (Erasmus)	5	7	10
2	Erasmus student mobility (incoming)	2	5	7
3	Erasmus student mobility (outgoing)	10	20	30
4	Erasmus staff mobility (incoming)	2	5	7
5	Erasmus staff mobility (outgoing)	20	25	30
6	Budget utilization rate (Erasmus)	85%	90%	100%
7	Ratio of international students to total students	0.3%	0.5%	0.7%
8	Overall staff satisfaction level	75%	80%	85%

No	Target Performance Indicators	2026	2027	2028
9	Process performance success rate	75%	80%	85%
10	Number of evaluation reports	1	2	3
11	Improvement activity rate based on feedback	60%	70%	80%
12*	Number of protocols in national exchange programmes	0	0	0
13*	Incoming students in national exchange programmes	0	0	0
14*	Outgoing students in national exchange programmes	0	0	0
15	Number of academic staff benefiting from national and international exchange programmes	20	25	30
16	Number of students benefiting from national and international exchange programmes	10	20	30
17	Number of incoming academic staff under international exchange programmes	2	5	7

* No target values have been defined for these indicators since the Farabi and Mevlana exchange programmes are not active.

12. RISK AND SUSTAINABILITY ANALYSIS

The main risks that may be encountered in internationalization processes are identified as financial resource limitations, increasing competition in attracting international students, limited foreign language proficiency, potential impacts of global and regional crises on mobility activities, and constraints related to institutional capacity development.

In order to mitigate these risks, it is planned to strengthen institutional coordination, diversify international collaborations, increase capacity-building activities, and conduct initiatives to explore alternative funding sources.

13. MONITORING AND EVALUATION

The monitoring and evaluation processes of the objectives defined within the strategy will be carried out under the coordination of the Office of International Cooperation. Data related to performance indicators will be regularly monitored and reported through the Integrated Quality Management System (BKYS). Based on the results obtained, necessary improvement actions will be implemented.

14. ENTRY INTO FORCE

This Strategy Document enters into force on the date of its approval by the Senate of Hakkari University (02/04/2026). (2026/07, Decision No: 3/2)