

MEETING DATE	MEETING HOUR	SESSION NUMBER
19 November 2025	13.30	06

INTERNATIONALIZATION POLICY

Istinye University recognizes the global nature of higher education as a vital aspect of its institutional development and places internationalization at the core of its strategic planning. The University seeks to broaden the scope of knowledge production, sharing, and social impact on a global scale, acknowledging that quality cooperation in higher education, intercultural interaction, and academic mobility are essential elements of a modern university identity.

In this context, internationalization is viewed not merely as a process limited to student or academic staff exchanges but as a dynamic transformation that redefines education, research, institutional governance, and social contribution. Istinye University is committed to developing a higher education model that harmonizes global trends with local values and aspires to be a prominent, trustworthy, and effective participant in the global knowledge economy.

The University aligns with the objectives outlined in the Council of Higher Education's “**Internationalization Strategy in Higher Education 2024–2028**” and “**Roadmap of Turkish Higher Education Towards 2030**” documents.

This policy is structured in accordance with the internationalization objectives established in **Istinye University’s Third Five-Year Action Plan (2025–2030)** and integrates the values of global impact, innovation, and social responsibility articulated in the institution’s long-term vision under the motto “Bridge to Istinye.” Additionally, the support received from Istinye University through the **TURQUALITY program** directly aligns with the goals set forth in the University’s internationalization policy to enhance global visibility, institutional capacity, and brand value. The University views internationalization as a comprehensive transformation process that encompasses education and training, research and development, social contribution, and institutional change. Within this framework, the policy revolves around two main axes:

1. Internationalization at Home: A multicultural, inclusive, and international learning and working environment is established for students, academic staff, and administrative staff, integrating a global perspective into the curriculum, teaching processes, research activities, and all facets of university life.

2. Internationalization Abroad: The University fosters mutually beneficial and sustainable partnerships with international universities, research centers, public institutions, and private sector organizations, contributing to Türkiye’s global visibility in higher education.

VISION AND FUNDAMENTAL PRINCIPLES

Istinye University embraces a vision for internationalization grounded in excellence, impact, and accessibility in higher education. The University views internationalization not merely as a competitive strategy, but as a process of mutual learning and the co-creation of shared values in knowledge production and human capital development. This vision seeks to establish an innovative, responsible, and impact-oriented academic ecosystem that bridges universal scientific principles with local societal needs.

Accordingly, the internationalization policy has been built upon the following fundamental principles:

Thus, the internationalization policy is founded on the following core principles:

Universality: Adopting an intercultural approach in education, training, and research activities that aligns with universal scientific values.

Quality and Impact: Structuring internationalization activities based on academic quality and societal impact rather than solely on quantitative growth.

Inclusiveness and Accessibility: Ensuring equitable participation from individuals of diverse cultures, languages, and geographical backgrounds within the academic community.

Sustainability: Engaging in international collaborations that are long-term, mutually beneficial, and environmentally conscious, thereby supporting institutional learning.

Ethics and Responsibility: Grounding academic collaborations in ethical values, transparency, and social responsibility.

Institutional Alignment: Integrating internationalization processes with quality assurance systems, strategic planning, and transformation mechanisms.

These principles ensure that the University's internationalization policies not only aim for global recognition but also advance the goals of **scientific impact, social responsibility, and sustainable development**.

INTERNATIONALIZATION IN EDUCATION

Istinye University views education as the central focus of its internationalization efforts, infusing a global perspective throughout the curriculum. The University aims to equip students with not only academic knowledge but also opportunities to engage with different cultures, develop sensitivity to global issues, and acquire intercultural communication skills.

Within this framework:

- Erasmus+ agreements and dual degree and joint program models are expanded, along with the implementation of visiting and adjunct professorship systems.
- Educational programs are designed to align with international accreditation processes and adhere to the principles of the Bologna Process.
- Joint education and exchange programs that allow students to experience and engage with different cultures are strengthened.
- Curricula are developed to incorporate themes of intercultural awareness, ethical sensitivity, and sustainable development.
- Global access and sustainable learning are supported through digital learning platforms, utilizing infrastructure aligned with the Council of Higher Education's 2030 "digital competence" goal.
- The quality of English-medium instruction (EMI) programs is improved, and the share of programs available to international students is increased.

Istinye University systematically enhances the international dimension of learning processes, establishing it as an institutional priority to ensure that every student gains at least one international experience during their studies.

INTERNATIONALIZATION IN R&D

Research and development activities are key determinants of Istinye University's global academic visibility. The University views international collaborations in research not just as project partnerships, but as opportunities to co-create shared value through the exchange of knowledge. This approach fosters a research culture that aligns with global standards, emphasizes innovation, and focuses on impact.

Within this framework;

- The University establishes structural mechanisms to enhance participation in international funding programs like Horizon Europe, Erasmus+, COST, and TÜBİTAK.

- Strategies are implemented to strengthen the institution's position in national and international academic rankings (THE, QS, ARWU, URAP, etc.) and to ensure sustainable improvement in these rankings, with research performance monitored in real-time.
- Support is provided for the active involvement of academic staff in international research consortia, networks, and laboratory initiatives.
- The quality and visibility of international publications, patents, and innovation outputs are systematically enhanced.
- It is expected that every student engages in at least one research, innovation, or social contribution project during their undergraduate or graduate studies; such participation is seen as a key component of a research-based learning culture.
- Priority is given to the involvement of early-career researchers and doctoral students in international mentoring, research exchanges, and collaborative projects.
- The Department of Information Resources and Library expands subscriptions to international databases and scientific content, continuously developing infrastructure to improve researchers' access to global knowledge resources.
- Transforming research outcomes into social benefits and contributing to sustainable development goals is adopted as a core principle.

Istinye University views the internationalization of R&D as a crucial instrument for **scientific productivity, innovation capacity, and social impact**.

STUDENT EXPERIENCE, CULTURAL INTERACTION, AND SOCIAL CONTRIBUTION

Istinye University prioritizes the education of its students as global citizens within its internationalization policy. The University fosters a learning environment that encourages interaction with diverse cultures, supports multilingualism, and embraces inclusivity as an institutional value. This vision aims to integrate the international student community into campus life and ensure that cultural diversity is reflected in academic productivity.

Within this framework;

- Orientation, language support, counseling, and cultural adaptation processes for international students are conducted systematically.

- Activities that bring together local and international students are integrated into campus life on a permanent basis.
- Students are encouraged to participate in social responsibility, volunteering, and cultural diplomacy projects.
- Systems for visa, residence, counseling, and guidance have been established to enhance the social and academic integration of international students.
- The InterYouth Fest, now a university brand, promotes the cultures of students from various countries while fostering intercultural dialogue and inclusiveness.
- Incentive mechanisms have been developed to attract international researchers and post-docs, contributing to policies aimed at reversing brain drain towards Türkiye.
- To support students' academic development, **the exemption exam** for the preparatory program is maintained, allowing students to commence their studies more quickly and effectively based on their language proficiency.

This strategy aims to ensure that university students receive an education that not only emphasizes academic achievement but also fosters high cultural sensitivity, a strong commitment to social impact, and a sense of responsibility on the international stage.

INSTITUTIONAL VISIBILITY AND STRATEGIC PARTNERSHIPS

Istinye University prioritizes strengthening its international recognition and developing global collaborations as a key area of institutional development. The University seeks to establish sustainable, mutually beneficial, and impactful partnerships beyond short-term exchange agreements, focusing on education, research, innovation, and social contribution. This approach enhances Istinye University's reputation as a reliable and effective stakeholder within the global higher education landscape.

The University's internationalization efforts are assessed through performance indicators outlined in the Third Five-Year Action Plan (2025–2030). Key metrics include the number of education and research collaborations with leading global universities and the number of doctoral students placed in these institutions. Additionally, the proportion of international students and the number of international academic staff are evaluated as essential indicators of institutional internationalization performance.

Within this framework;

- We develop long-term, trust-based, and results-oriented partnerships with international higher education institutions, research centers, public bodies, and private sector stakeholders.
- Our institutional promotion, communication, and brand management processes align with our vision for internationalization and uphold the integrity of our institutional identity.
- We systematically pursue strategic efforts to enhance our institutional visibility and impact in international ranking systems, such as THE and QS.
- The University actively integrates into the global higher education system through membership in international unions, networks, and platforms focused on education and research.
- We establish sustainable relationships with alumni worldwide through the International Alumni Network (Global Alumni Network), supported by our alumni ambassador model for branding.
- We strengthen multidimensional partnership structures through Erasmus+ agreements, bilateral cooperation protocols (MoUs), research consortia, and innovation projects.

Istinye University views its international partnerships as a strategic framework that enhances academic diplomacy, knowledge sharing, research synergy, and institutional reputation, rather than merely a network of external relations. Our goal is to deepen this framework in the coming period and to actively contribute to Türkiye's global visibility and competitiveness in higher education.

ACADEMIC STAFF DEVELOPMENT AND AWARENESS

The lasting impact of internationalization is closely tied to the global awareness of our academic staff and is implemented accordingly.

- The Language Support Office provides academic staff with support in academic English, translation, publication, and editorial services.
- We implement training, mentoring programs, and publication support mechanisms to boost the international research visibility of our academic staff.
- We encourage the international experience of both administrative and academic staff through Erasmus staff mobility and similar programs.
- A bilingual institutional communication culture is promoted throughout the University to enhance the internationalization awareness of our internal stakeholders.

INSTITUTIONAL TRANSFORMATION, MONITORING, AND PERFORMANCE MANAGEMENT

Istinye University considers its internationalization policies as a vital component of institutional transformation, integrating this process with its quality assurance system, strategic planning cycle, and continuous improvement approach. We view internationalization activities as a development axis that

influences education, research, human resources, administrative processes, and the overall institutional culture, rather than merely as an area of external relations.

The planning and implementation of internationalization activities are coordinated by the **Vice Rectorate for Strategic Transformation in collaboration with the Directorate of International Academic Collaborations (Nexus International), the Directorate of Strategic R&D and Resource Development, the Directorate of International Relations, the Department of Information Resources and Library, and the Department of Information Technologies**. The achievement of strategic objectives related to internationalization is regularly monitored, performance indicators are evaluated, and improvement proposals are submitted to the Senate. These monitoring and performance management processes operate within the framework of the **Third Five-Year Action Plan (2025–2030) and the Strategic Plan Monitoring Mechanism**.

This process relies on data-driven analyses and an evidence-based decision-making approach, with results directly integrated into the quality assurance system.

Key elements of this framework include:

- Performance indicators such as the proportion of international students, participation in exchange programs, the number of joint research projects, international funding utilization, and ranking performance.
- Data collection, analysis, reporting, and feedback processes for internationalization targets under the Third Five-Year Action Plan are coordinated by the Vice Rectorate for Strategic Transformation.
- The Quality Coordination Unit, under the supervision of the Vice Rectorate for Strategic Transformation, handles data collection, analysis, and reporting for internationalization targets established within the Strategic Plan.
- Indicators are updated annually, and results are presented to the Executive Board, the Senate, and the University Administrative Board, influencing institutional decision-making.
- All data collection, monitoring, and evaluation related to internationalization activities are conducted through institutional monitoring platforms integrated into the University's digital infrastructure, ensuring that indicators are managed in a reliable, accessible, and up-to-date manner.
- Evaluation outputs serve as the foundation for strategic interventions aimed at continuous improvement in policy implementation.

Through this structure, Istinye University effectively manages its internationalization policies within a **measurable, traceable, and sustainable system**, fostering an agile management model that promotes institutional learning.