EDUCATION, AUDIOVISUAL & CULTURE EXECUTIVE AGENCY

ANNEX IV

Intermediate Report on implementation of the project (IR), Statement of the costs incurred and Request for Payment

T E M P U S IV
(Fifth Call for proposals EACEA No. 25/2011)
Joint Project / Structural Measure

2012-3031
(Agreement N.)

INTERMEDIATE REPORT	DEADLINE
• Report on implementation of the project • Statement of the costs incurred and Request for Payment	When 70% of the 1st pre-financing has been disbursed but not later than: - **15 October 2013** for 2 year projects - **15 April 2014** for 3 year projects

Structure of the Report

Annex IV/2	Declaration
Annex IV/3-5	Report on implementation of the project
Annex IV/6-8	Statistics and Indicators
Annex IV/9	Example showing how to fill in the tables of achieved/planned outcomes
Annex IV/10	Table of achieved/planned results
Annex IV/11	Summary Report for publication
Annex IV/12	Statement of the costs incurred and Request for Payment
Annex IV/13	Acknowledgement of receipt
Annex IV/14	Check-list

One original (with original signatures) and one copy are to be sent by the deadline by registered mail (date as per postmark) to:

Klaus Haupt
Head of Unit
Education, Audiovisual & Culture Executive Agency
EACEA P10 / Tempus
BOUR 02/17
Avenue du Bourget, 1
B-1140 Brussels - Belgium

Please also send the electronic version to eacea-tempus-project-management@ec.europa.eu when submitting the paper version of the report.

DECLARATION

This declaration should be completed and signed by the following people:

1. the contact person at the co-ordinator (institution);

2. the person who is legally authorised to represent the co-ordinator (institution).

We, the undersigned, certify that we have submitted all the required documentation, including the documents mentioned in the checklist.

Furthermore, we certify that the information given in this Intermediate report is correct to the best of our knowledge and complies with the requirements of the provisions of Articles I.5 and II.15 of the Grant Agreement.

We are aware that amendments to these documents will not be accepted after the date of submission.

Name of the co-ordinator (institution): ORT Braude College .....

Name of the contact person : Vered Holzmann .....
Position: Tempus IRIS Project Manager .....
Place: Israel.....
Date: ....10/4/2014.....
Signature: .....

Name of the legal representative: Eduard Yakubov, David Lev
Position: President, Finance Department Manager
Place: Israel .....
Date: 9/4/2014 .....
Signature: .....

Stamp of the co-ordinator (institution):

מכון מכנולוגי חולון - מ.ס.ח. (ע.ר.)
Holon Institute of Technology H.I.T. (R.A.)
HIT

REPORT ON IMPLEMENTATION OF THE PROJECT

Please provide an overview on **implementation of the project**, by following the instructions below.

Overall achievements
Please provide a description of the activities carried out since the start of the project and describe to what extent, the results achieved since the beginning of the project, are contributing to the project objectives.

Introduction: The Tempus IRIS overall achievements are presented hereinafter, following the project's work packages. Therefore, each one of the nine Tempus IRIS project's work packages is described including a brief review of the tasks completed or in progress and a summary of the accomplished results.

WP1 - Requirement analysis and benchmarking: This work package goal is to survey the needs, capabilities and barriers of Israeli academic colleges in the field of international cooperation; to assess the interests, views and priorities of relevant stakeholders; to provide internationalization benchmarking training and analysis. This section reviews the activities that had been carried out within the scope of the first work package.

Requirement Analysis Survey:

Process: development of methodology, data collection, data analysis and research report preparation of internationalization strategies in Israeli HEI and students' perceptions of internationalization. Two studies were conducted. In the first one, we performed face-to-face, in depth semi-structured interviews with college directors of seven colleges: three teachers' colleges (including a Palestinian-Arab teachers' college), two engineering institutions and two humanities-focused institutions, geographically located in disperse locations (northern and southern periphery, as well as Israel's centre) and comprised of diverse students volumes (from 500 to 5,000 undergraduate students). We showed that motivation for internationalization is a multifaceted phenomenon influenced by the college directors' personal characteristics as well as by colleges' contextual factors. Moreover, it seems that colleges use internationalization to promote themselves towards the status of research universities. In the second study we developed and delivered a students' survey in all participating Israeli colleges with diverse orientation, size and location as well as diverse contextual characteristics (N=1,650). We investigated Israeli college students' perceptions towards internationalization and their estimation of their institutions' internationalization activities. Parents' education, previous experiences abroad, proficiency in English and institutional efforts to internationalize were found to have positive effect on students' perceptions towards on-campus internationalization. Differences were also found to be connected to the type and orientation of the institution as well to the contextual institutional factors. Tel Aviv University team delivered the studies' results to the IRIS stakeholders and published two academic papers resulted from the study. Several colleges took active role in this venture resulting in joint publications and further research collaborations.

Publication: based on the data collected and analysed in this works package, two academic papers were prepared (one accepted for publication and another is under consideration). The first paper "Reconsidering internationalization –Israeli colleges' heads perceptions and motivations" by Dr. Miri Yemini, Ms. Efrat Sadeh, Dr. Vered Holzmann, Dr. Anat Stavans, Dr. Dalia Fadila and Prof. Hans de Wit, was accepted to the Higher Education Policy. The second paper "Cosmopolitan capital and internationalization – the case of Israeli second tier higher education" by Dr. Miri Yemini, Dr. Vered Holzmann, Dr. Nazeh Natur, Dr. Dalia Fadila and Dr. Anat Stavans is currently under review by the Journal of Research in International Education. In addition, the findings were presented to stakeholders within the field of higher education in Israel (Bashaar forum, department seminars at TAU :http://www.neaman.org.il/en/) and the results of the surveys were disseminated also through Taub policy paper, in Hebrew (http://taubcenter.org.il/tauborgilwp/wp-content/uploads/H2014.01-Internationalization-of-Education.pdf).

Benchmark Exercises:

In order to understand how internationalization is implemented, representatives of each of the Israeli colleges visited a European partner university for a study visit. The hosting institutions were asked to prepare a plan for the benchmarking training visit which includes an introduction to the institution, a visit to the international relations office, interviews with professionals, academics and students. Pädagogische Hochschule Viktor Frankl – University

College of Teacher Education in Klagenfurt, Austria hosted 2 teams from teacher education colleges in Israel: Beit Berl College and Kaye Academic College of Education. Warsaw University of Technology, in Poland hosted 2 teams from technological colleges in Israel: Shenkar College of Engineering, Design and Art and Sapir Academic College; The University of Bristol in UK hosted 2 teams from colleges in Israel: Al Qasemi Academic College of Education and The Max Stern Academic College of Emek Yezreel; Universita Carlo Cattaneo in Milano Italy hosted one college from Israel: Holon Institute of Technology. The guests summarized their visit, by preparing a report that includes conclusions and recommendations. The insights from those study visits were incorporated into the colleges' strategic plans for internationalization. In addition those visits yielded cooperation between European and Israeli institutions in the form of exchange programs, joint on-line seminars, visiting scholars, and more.

WP2 - Internationalization strategic plan: This work package goal is to develop an internationalization strategic plan for Israeli academic colleges as well as an internationalization strategy and priorities on the national level. This section reviews the activities that have been carried out within the scope of the second work package.

Internationalization Strategic Planning Workshops:
To create synergies with the preceding work package, the WP Leader, EAIE (European Association for International Education) reviewed and analysed the outcomes of WP1 as these provide relevant input for WP2. The EAIE has developed and delivered two workshops (2 days each) on 'International strategic planning' (as outlined in the project plan).

1st workshop – Internationalization Pathways and Opportunities (June 19-20, 2013, Al Qasemi Academic College of Education, Israel): The workshop was aimed to introduce the process of strategic planning and tools for strategic planning, and to present examples of internationalization strategies. On the first day of the workshop Ms. Dora Longoni and Ms. Gudrun Paulsdottir from EAIE presented key factors in internationalization, main components of internationalization, the rationales behind internationalization, and intercultural competence awareness and development. On the second day of the workshop we discussed the topics of infrastructure, tools for internationalization, how to fund internationalization and the drafting of internationalization strategy plans. The 1st workshop provided the colleges with the relevant knowledge and skills on strategic planning. Equipped with this knowledge, work on the first draft of the strategic plan commenced after this first workshop.

2nd workshop – Vision, strategy and implementation (August 27-28, 2013, Shenkar College of Engineering, Design and Art, Israel): The second workshop was aimed to support the colleges in the development of strategic plans, by presenting the preliminary drafts, discussing stakeholder management and implementation process, and by understanding the role of quality assurance in the implementation of an international strategic plan. On the first day the colleges' vision and strategies were presented, discussed and analysed. On the second day, the workshop trainers, Ms. Dora Longoni and Ms. Gudrun Paulsdottir from EAIE, presented several aspects of internationalization strategies, including leadership, action plans, governance structure, resource management, and quality assurance. The EAIE has guided and advised the representatives of the Academic Colleges on their work in developing an internationalization strategy between the 2 workshops. The 2nd workshop served as a milestone in the process of developing the strategic plans.

Internationalization Strategy Plans:
Based on the knowledge and skill gained during the two strategy workshops the colleges continued executing further work on their plans, including internal consultations and meetings with relevant stakeholders at their institutions.

The EAIE trainers/experts were guiding the colleges in this process via e-mail, Skype and phone. Face-to face consultations with all colleges have taken place in Israel during **Feedback Sessions on December 4-5, 2013, at ORT Hermelin Academic College of Engineering & Technology, Israel** and proven to be very useful. With this additional feedback the academic colleges were able to submit their strategic plans.

By January 2014 all 8 partner colleges (Beit Berl College, Kaye Academic College of Education, Al-Qasemi Academic College of Education, ORT Barude College of Engineering, ORT Hermelin Academic College of Engineering & Technology, Sapir Academic Collage, Shenkar College of Engineering, Design and Art, The Max Stern Academic College of Emek Yezreel) **submitted their international strategic plans**. The strategic plans are currently reviewed by EAIE experts and an initial assessment report will be comprised for each college. As outlined

in the project proposal, two project partners: Warsaw University of Technology and European Foundation for Management Development will also review these reports and provide additional input on certain aspects of the strategic plans. This feedback will be included in the final assessment report, which is scheduled to be ready by the End of March/Early April, 2014. The EAIE experts will then share this report with the various colleges.

Strategic Plan on National Level:

Based on the strategic plans of the various colleges and initial discussions during the 2nd consortium meeting, the EAIE has also started preparing recommendations on national priorities for internationalization. The EAIE will do this in the form of a report as well as a PPT which will be presented to and discussed with various national stakeholders, especially from the Israeli Council of Higher Education, currently scheduled for late spring 2014. This process however is still ongoing and due to the delays in the completion of task 2.2, the completion of task 2.3 will possibly only be achieved in summer 2014.

WP3 - Development and delivery of campus internationalization programs for faculty, administrators and students: This work package goal is to cultivate international orientation and attitudes and encourage international involvement among faculty, administrators and students in colleges. The partner colleges and the WP Leader, Dr. Sheila Trahar from University of Bristol, agreed that internationalization programs will be best achieved by focusing on internationalization of the curriculum. The decision was approved by all the consortium partners and the format of the workshops was changed to adjust the needs of the colleges. Internationalization of the curriculum is integrated into the strategic plans that partners developed, thus there is clear synergy between work packages. The following sections review the activities that have been carried out within the scope of the third work package.

Internationalization of the Curriculum Workshops:

To support the development of the strategic plans and to enable the colleges to implement those plans, the WP Leader, University of Bristol, reviewed the draft strategic plans and then developed and delivered two workshops (each one of the workshops included 2 days of presentations, working sessions, and discussions and an additional 1 day of individual or small groups consultation) on 'Internationalization of the curriculum'.

1st workshop – Internationalization of the Curriculum (November 18-20, 2013, Kaye Academic College of Education, Israel): The workshop aimed to understand the higher education landscape, introduce perspectives on learning and teaching in higher education, and to discuss diversity, intercultural and multicultural competencies. Dr. Sheila Trahar started the workshop by asking the participants to share their expectations and experiences of internationalization in the campus. Then, theoretical concepts and policies of internationalization of the curriculum were introduced and explained. The workshop attendees participated in several interactive activities, including group discussions and case studies analyses. The complexities involved in intercultural communication were debated using case studies that focused on relationships between international and local students also by Israeli students from different backgrounds. The workshop participants described personal experiences related to this subject. Various aspects and practices of teaching in international environments were presented. The workshop was concluded with a discussion concerning the plan for next workshop on development of the curriculum.

2nd workshop – Internationalization of the Curriculum (January 28-30, 2014, Beit Berl College, Israel): The workshop started with a brief presentation by a representative of each one of the colleges. The reviews, in which the specific internationalization of the curriculum activities in each college were presented, were enlightening and educating. Each one of the presentations yielded discussion and the participants provided insights and advice. The second day of the workshop started with a presentation by Prof. Helena Desivilya who shared reflections and issues of internationalization of the curriculum in The Max Stern Academic College of Emek Yezreel. She presented the case study of a research/project group on culture sensitive-competent teaching and learning. Dr. Sheila Trahar presented the process of Internationalising the Curriculum in specific disciplines focusing in particular on her own experience and expertise in education but also sharing material from other disciplines including technology and engineering. Several templates were provided in order to facilitate the process of developing an internationalized curriculum and 'cascading' this process within organisations. In addition to the IRIS project partners, representatives from the Bologna Training Center at Ben-Gurion University and representatives from the Israeli National Tempus Office attended the workshop. The 3rd internationalization of the curriculum workshop is planned to take place on 26-28 May, 2014 at ORT Braude College of Engineering.

Representatives from the Council for Higher Education were invited to attend.

Deliverable actions identified at the end of the 2nd Workshop: At the end of the workshop at Beit Berl College, all of the partners were asked to consider how they would begin to 'cascade' internationalization of the curriculum to the different constituencies – academic staff, administrators, students – within their institutions.

Beit Berl College: It was proposed that a meeting be held with all of the Deans in order to identify courses that can be 'internationalised'. Dr. Daniella Schonker-Schreck would then facilitate a workshop (s) for academic staff, the purpose of which would be to explain the principles of internationalization of the curriculum, with an emphasis on ways of working e.g. learning, teaching and assessment approaches. Participants for the workshop would be selected carefully i.e. those lecturers who are familiar with defining intended learning outcomes.

Al Qasemi Academic College of Education: Al Qasemi IRIS team, and Dr, Dalia Fadila, shared the Tempus and internationalizing the curriculum to the Al Qasemi board of trustees. Dr. Bahaa Zuabi presented the strategic plan regarding internationalizing the curriculum to the Deans and President of the Education College and conducted a lecture to his excellent track students. Dr, Dalia Fadila have conducted a seminar in the Engineering College about the importance of internationalization and following the meeting sent an email to Dr. Marek Polak from Warsaw University of Technology to initiate cooperation, in the form of an online course. In addition, the team met the Consul of Poland based in Jerusalem, Mr Zeev Baran, to assist in establishing relationships with other Polish Universities. As to teaching training, Dr, Dalia Fadila have integrated international content into a second semester course "Strategic Reading" for second year students at Al Qasemi. The IRIS team at Al Qasemi wrote a position paper that reflects their vision of teacher training to include aspects of integrating internationalization dimensions into the curriculum and organized a meaningful learning conference to include aspects of integrating internationalization of curriculum.

Shenkar College of Engineering, Design and Art: Ms. Esther Wynhorst plans to run a small workshop for Deans and for the Head of Academic Administration. Consistent with the core internationalization of the curriculum concept that this process should be part of a regular review of a course/programme; this seems to be the path that will be most supported by faculty. In other words, she will demonstrate how internationalization of the curriculum can and should fit into existing processes.

The Max Stern Academic College of Emek Yezreel: The IRIS team at the Max Stern Yezreel Valley College examined by means of focus groups the academic staff's perceptions concerning internationalization as well as their needs in this regard. The findings pointed at somewhat different construal of internationalization ranging from expanding research partnership, through dealing with issues of diversity and social divisions to students and faculty mobility. The IRIS team at the college will continue with the interviews of academic colleagues as explained by Prof. Helena Desivilya in her case study. Following data collection and analysis (June 2014) the results will be disseminated to faculty and a training workshop on culture sensitive/competent teaching and learning will be planned for the next academic year. The next step will be discussing with the provost and department chairs options for internationalization of the curriculum in specific courses. Academic faculty will be encouraged to celebrate what they are doing already in so far as internationalization of the curriculum is concerned. In addition, Dr. Frida Simonstein will be updating the needs of academics with regard to research activities.

ORT Hermelin Academic College of Engineering & Technology: Prof. Gady Golan and Dr. Arielle Horin lead a college consulting group consisting of 12 academic staff that discusses aspects of implementing internationalization of the curriculum. All of the Internationalization of the Curriculum workshop material is shared between them via Dropbox. A key priority will be to obtain CHE recognition for their courses.

ORT Braude College of Engineering: Dr. Vered Holzmann presented the IRIS project to the college management. Dr. Dvora Toledano-Kitai and Dr. Miri Shacham plan to offer an internationalization of the curriculum workshop to enable academic colleagues to identify how they can implement internationalization of the curriculum in their courses. The team will work together with Dr. Linda Weinberg who leads an additional Tempus project that the college coordinates, English as the Cornerstone of Sustainability, Technology and Research (ECOSTAR).

Sapir Academic College: Ms. Amit Marantz-Gal will facilitate a workshop with those who are committed to developing internationalization of the curriculum. The workshop will be aimed at academic staff from the English Department and some other disciplines, mainly marketing technology.

Kaye Academic College of Education: A workshop on internationalization of the curriculum will be offered to raise awareness of the faculty members. There are also ongoing collaborations such as those between the English Department and York St John University in the UK and the programme with Klagenfurt. Kaye College is implementing internationalization in the new M.Ed. programme of Educational Technology. Dr. Olzan Goldstein is the head of the programme and is ensuring an internationalised curriculum.

Internationalization of the Curriculum Publication:

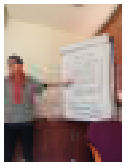
Dr. Sheila Trahar, from the University of Bristol, the leader of WP3 has written a publication on internationalization of the curriculum: concepts and working practices that is designed to complement the WP3 workshops. The first part of the publication deals with The International Higher Education Landscape, The International/Global University, the concepts of Internationalization, Globalisation, Cosmopolitanism, and Glocalization, whether Internationalization = International Students, and finally the concept of Internationalization at Home. The second part of the publication presents and discusses concepts and working practices: Internationalising the Curriculum: Disciplinary Differences?, Internationalising the 'Content' of the Curriculum, Diversity, Perspectives on Learning, The 'Classroom', Technology Enhanced Learning/e-Learning, Facilitating Intercultural Groupwork, and Conclusions. Copies of the publication were distributed to the partners. In addition, it was translated into Hebrew and Arabic. The publication is available in three languages on the Tempus IRIS website.

WP4 - Development and delivery of training activities for the qualification of IRO professionals: This work package goal is to train and build capacity of local IRO (International Relations Office) teams in partner Israeli colleges. EU partners will develop training workshops and professional development resources. A series of 5 workshops, each lasting 3 days, were planned over the designated period. The opening and closing workshops will be held in Israel whereas the other three workshops will be held in the IRO offices of European partners, to enable participants to visit different types of institutions and gain hands-on experience of how the IROs are organized. At least one day of the three day workshop will be dedicated to visits and/or interviews with institutional representatives. Where possible, guest speakers from other European institutions will be invited to broaden the perspectives of the participants. In addition to the workshops, EU partners will develop professional IRO development guides, designed to support the activities of IROs as a resource of practical tools and techniques, and examples of good practices. The following sections review the activities that have been carried out within the scope of the forth work package.

Managing Internationalization:

The intention of this work package is to assist colleges in considering the adequacy and effectiveness of their international strategy, activities and operations at their institutions and, with the help of discussions with fellow participants and the trainer, to map out areas of improvement and potential further directions for development. This will occur through programme specific activities carried out in the period February 2014 – February 2015. The WP Leader, Dr. Fiona Hunter, from Università Cattolica del Sacro Cuore, Italy, planned and coordinated five workshops. In addition to the Israeli colleges, Warsaw University in Poland and Pädagogische Hochschule Kärnten/Viktor Frankl Hochschule in Austria are involved in the workshops and will host two of them.

1st Managing Internationalization, IRO training workshop - From planning to implementation (February 3-5, 2014, Sapir Academic College, Israel): The focus of workshop 1 was on moving from the



planning to the implementation stages of internationalization. It started with an analysis of the current strategic plans and explored how they might best be implemented, what challenges might lie ahead and how they might be overcome. The first day of the workshop focused on the recent institutional experiences with strategic planning in internationalization and considering how to ensure effective and successful implementation of a strategic plan. The second day was organised around peer consulting activities that addressed specific issues that the institutions are facing, and facilitated with the aim of providing practical feedback to the institution and drawing out key learning outcomes that are meaningful to all participants. The participants were divided into small groups, using a strict schedule that includes: an introduction by the case owner to the group, questioning by the peers, exchange of ideas by peers who discuss the case and try to develop solutions, consulting by the peers to the case owner, and feedback by the case owner. The third day of the workshop concluded the peer consulting activities and reflected on what has been learnt during the three days. Each institution drew up an action plan based on the key outcomes for its specific context.

2nd Managing Internationalization, IRO training workshop - Institutional Visit – organisation and implementation of internationalization (March 3-5, 2014, Università Cattolica del Sacro Cuore, Italy): The focus of workshop 2 was on exploring how internationalization is understood and enacted in two Italian

Universities. The main focus was at the host and partner institution Università Cattolica del Sacro Cuore but there was also be an opportunity to interact with the Politecnico di-Milano, where Engineering and Architecture are offered.

The first day of the workshop was focused on managing internationalization at UCSC from the point of view of the International Office through the experiences of the managers responsible for incoming and outgoing mobility and through a visit to the various departments within the Office. Gianluca Samsa and Lea Senn from the International Office at UCSC described the IRO, which was recently changed into the "UCSC International" and is currently subordinated directly to the Rector, and includes 4 departments: inbound mobility, outbound mobility, international cooperation, and internationalization. The participants visited the international office and discussed the impact of the difference in size between UCSC and the colleges on internationalization, how to start in order to continue towards this direction of internationalization, and the importance of incorporating the internationalization into the university's vision as a key success factor. The second day was divided into two parts: The morning session looked at the links between internationalization and research and how research might be further enhanced through an articulated strategy for internationalization. Kees Kouwenaar, a senior advisor for International Strategy at the University of Amsterdam discussed the issues of internationalization of research, and the relationship between internationalization and research. The afternoon session presented some innovative international activities and examples of best practice that are being carried out at UCSC: Frank Cinque, (ALTIS: postgraduate school of business & society) described an inspiring project of innovation in the "old school". Establishment of a business program implemented in developed countries (Angola, Mozambique, Congo, Cameroon, Togo, and more) where the staff is composed of Italian and local professors. The program runs for 3 years and yielded several businesses. Prof. Chiara Frigerio presented the successful Master program, taught in English in the school of Economics. She explained the structure of the program and the strategy of visiting professors who come to Milan for short periods to teach in the program. Success factors were presented and debated. The Rector's Delegate for Internationalization, Prof. Pier Sandro Cocconcelli, shared his thoughts on strategic development at the University.

The third day of the workshop started with a visit, hosted by Ms. Dora Longoni, to the Politecnico di-Milano to learn about their current approach to internationalization with a focus on International Office Management and Internationalising the Curriculum. Prof. Giancarlo Spinelli, the Rector's Delegate for International Relations welcomed the partners and presented the university's strategy with the transfer from "a university open to foreign students" to an "international university". Ms. Dora Longoni presented the implementation of the internationalization strategy in PoliMi. In addition, the international activities in PoliMi was presented by the professional staff: Ms. Francesca Fogal, the IRO service manager; Ms. Francesca Saracino, Career Service international activities; Ms. Michela Gregori, Financial aid and international mobility; and Ms. Federica Prete, Research service international activities. Prof. Francesco Ballio shared the lessons learned from setting up a set of Master of Science programs taught in English. The afternoon session reflected on what had been learnt during the three days and each institution reviewed its action plan based on the key outcomes for its specific context that will further integrate the strategic plan for internationalization.

Next workshops:

3rd Managing Internationalization, IRO training workshop - Institutional Visit – organisation and implementation of internationalization (May 20-22, 2014, Warsaw University of Technology, Poland): will be around identifying the most relevant issues in the Colleges and seeking to learn from the experience of the WUT colleagues. This will be done through a series of interviews with both academics and administrators to understand how specific opportunities have been developed and challenges overcome in areas such as international mobility, internationalization of the curriculum, managing international partnerships, enhancing research through internationalization and creating appropriate management structures for internationalization.

4th Managing Internationalization, IRO training workshop - Institutional Visit – organisation and implementation of internationalization (November 3-7, 2014, Pädagogische Hochschule Kärnten/Viktor Frankl Hochschule, Austria): will take place as part of a European conference on internationalization, thus enable the participants to enrich knowledge of internationalization and to create collaborations and cooperation with higher education institutions in Europe.

5th Managing Internationalization, IRO training workshop - Monitoring progress in implementation (February 2-4, 2015, The Max Stern Academic College of Emek Yezreel, Israel): will be the concluding workshop in which the WP Leader, Dr. Fiona Hunter and the European Partners will monitor

the progress of establishing the International Relations Offices in the Israeli colleges and implementing internationalization following the strategic plans.

WP5 – Pilot IRO activities: This work package goal is to implement 3 pilot IRO activities in each Israeli college partner with the support and mentoring by experienced EU partners. The preferential 3 activities, especially relevant for each Israeli partner, will be selected from the longer list of 10-15 IRO activities prepared on the basis of their internationalization strategies. Warsaw University of Technology, WP 5 Leader, will coordinate the on-site visits that are planned to take place during 2015.

WP6 – Quality Assurance: This work package goal is to apply the CHE Consult Quality Assurance (QA) methodology comprising three levels. The following section summarizes the QA tasks in the IRIS project. A detailed description is available in chapter *Quality control and monitoring*.

The CHE Consult QA methodology used in the IRIS project is comprising three levels: (1) On the meta-level, the project outcomes themselves are controlled. In addition, on this level there is a constant review of steering methods to control for results on the meso-level; (2) On the meso-level the different procedures within the project are monitored; and (3) On the micro-level, the outcomes for the individual participants are supervised, using ex-ante comparisons. For all three levels, benchmarks of success and failure are defined by the partners prior to any data collection. These are used to control the quantitative indicators on all three levels. This way, project quality is actively improved rather than only be controlled. A clear distinction is made between content quality control and project management and events' quality control & monitoring. The first is done by the project manager, the latter by the QA team which focuses on the evaluation and monitoring of project events, project deliverables and follow-up by the partners in general. As such, it controls the timely delivery of project reports, quality of work packages, follows up on the to-do lists and systematically reports back to coordinator and steering committee. All the QA reports are available to the IRIS partners at the project's website. The content quality control evaluates the tools and activities developed during the project, with special emphasis on feedback of the participants in the internationalization workshops (WP2, WP3) and the IROs' teams training and pilot activities (WP4, WP5). The content evaluation is based on quantitative and qualitative methods. The external QA expert acts as an unbiased partner for the WP leader to double-check assessments of products and progress as well as benchmarks chosen.

The Quality Assurance of the IRIS project has been implemented according to Quality Work Plan for WP6 and its planned deliverables. The tasks completed by the QA team at CHE Consult within the respective WP deliverables are specified in chapter "*Quality control and monitoring*".

WP7 – Dissemination: This work package goal is to raise awareness for the project and promote greater understanding of and interest in its goals and programs. Dissemination efforts are aim at national and international target groups as well as the general public. A detailed description is available in chapter *Dissemination*.

Beit Berl College, WP 7 Leader, initiated and coordinated a variety of activities to raise awareness of the Tempus IRIS project, to inform stakeholders, to engage faculty, students and administrators in internationalization activities. Dr. Amira Meir and Dr. Orit Abuhav from Beit Berl College prepared a plan for development and implementation of dissemination, which was presented at the consortium meeting to all the project partners and was followed by a dissemination seminar to the partner colleges. The target audience was classified into 4 groups: within institutions (faculty, students and administrative staff), across all Israeli and European partners, on a national level (policy makers. Government institutions, and higher education agents), and on the international level (higher education policy makers). The available methods of dissemination are: print media, press release, documentation of progress and outcomes, seminars, conferences and forums, networking activities and social media.

The philosophy of dissemination in the IRIS project is based on the understanding that the target audiences of internationalization activates will be most effectively approached by using modern technological communication channels and by realizing that the network of the IRIS consortium offers many opportunities to disseminate information about the project, the involved partners and their internationalization activities, and to create additional connections to enlarge the network of internationalization that will support the colleges' ability to internationalize.

IRIS partners participate in conferences, presenting the project and its achievements, publish papers in professional journals and in the media, and spread the word of internationalization within the campuses. The tasks completed by the dissemination team at Beit Berl college within the respective WP deliverables and the Tempus IRIS dissemination tools and materials are specified in chapter "*Dissemination*".

WP8 – Exploitation & Sustainability: This work package goal is to ensure sustainability of the project's results within the college partners and to promote it among the non-participating public academic colleges in Israel. It includes activities at the national and at the organizational level with the aim to integrate both levels. A detailed description is available in chapter *Sustainability*. This work package scope is considerably rely on the preceding work accomplished, thus the Sapir Academic College team, WP8 Leader, prepared a sustainability plan which will be carried out during 2015.

WP9 – Project Management: This work package goal is to set-up the management infrastructure (committees, procedures, project management tools, etc.) and to provide financial and contractual management consortium. The major activities and achievements are presented here in two subsections: meetings, communication & coordination.

Meetings: The following sections review the general meetings, which are related to the project management work package, including one Israeli partners meeting, two consortium meetings, and one meeting of the colleges' Presidents.

Israeli Team Meeting (October 11, 2012, Holon Institute of Technology, Israel):
Prior to the kick off at the first consortium meeting and starting date of the project, there was an Israeli Team Meeting of IRIS, on October 11, 2012 at Holon Institute of Technology. Prof. Gady Golan, the president of Holon Institute of Technology, welcomed the Israeli members of IRIS. The Israeli partners introduced the institutions and the major stakeholders in the IRIS project, Dr. Vered Holzmann, coordinator of IRIS outlined the project, its work packages, schedule and budget. Prior to this meeting, an info book that includes the partners' names, logos and brief descriptions, was printed. Copies of the info book were distributed to the partners.

1st Consortium meeting (February 18-19, 2013, Holon Institute of Technology, Israel):
The 1st Tempus IRIS consortium meeting was aimed to introduce the partners and the work packages' leaders, to present the project plan, schedule, budget, and work procedures, and to understand the basic concepts of internationalization. Among the participants were the 18 partners of the IRIS project, representatives of the National Tempus office in Israel and more. Following is a brief summary of the meeting:
Welcome: The first day started with a welcome introduction to HIT by the President, Prof. Gady Golan and greetings by the Deputy Head of the Delegation of the European Union to Israel, Ms. Sandra De Waele. The IRIS project was reviewed by Dr. Vered Holzmann, who described the project goals and objectives, its scope, budget and timeline.
Project Overview: The opening session was followed by presentations of each work package, by the WP Leaders, to describe in details the tasks and efforts that will be carried out: Dr. Miri Yemini from Tel Aviv University presented WP1, Requirement analysis and benchmarking; Ms. Ruth Graf, from the European Association for International Education presented WP2, Internationalization strategic plan; Dr. Sheila Trahar, from the University of Bristol presented WP 3, Development and delivery of campus internationalization programs for faculty, administrators and students; Dr. Vered Holzmann on behalf of Dr. Fiona Hunter from Universita Carlo Cattaneo presented WP4, Development and delivery of training activities for the qualification of IRO professionals; Dr. Marek Polak from Warsaw University of Technology presented WP 5, Pilot IRO activities; Dr. Miri Yemini on behalf of Beit Berl IRIS Team presented WP 7, Dissemination; Dr. Hanan Maoz from Sapir Academic Collage presented WP 8, Exploitation and Sustainability; Dr. Vered Holzmann from Holon Institute of Technology presented WP 9, Project Management.
Financial workshop: The partner institutions, and especially their financial officers, were invited to take part in a financial workshop aimed to explain the guidelines and rules of managing the Tempus budget. Supporting material, such as presentations by Ms. Sivan Shmidt, and templates were distributed to the partners.
Survey Results: The first day was concluded with a session that included a progress review of WP 1 and a presentation of the project survey results. Dr. Miri Yemini explained the findings and provided information regarding the next steps for requirements analysis.
Internationalization: The second day was dedicated to the subject of Internationalization in Higher Education, as perceived and implemented by the European partners in the Tempus IRIS project. Dr. Pia-Maria and Ms. Elfriede Koschina from Pädagogische Hochschule Kärnten/Viktor Frankl Hochschule presented Internationalization in Teacher-Training Institutions; Dr. Nadine Burquel from European Centre for Strategic Management of Universities reviewed the subject of Internationalization strategy (formulation) and strategic planning (implementation); Ms. Ruth Graf from the European Association for international Education discussed National Aspects of Internationalization; Dr. Marek Polak and Mr. Lukasz Wojdyga from Warsaw University of Technology described The Case of Internationalization in Warsaw University of Technology; Dr. Sheila Trahar from University of Bristol

presented aspects of Research From Theory to Practice; Mr. Uwe Brandenburg from the Centre for Higher Education Development Consult GmbH discussed Implementing Internationalization processes for the 21st century – considerations, pitfalls, and approaches.
Social Activities: The team visited the fascinating exhibition "Common Roots" at the Design Museum, Holon. This activity provided the opportunity to create informal relationships for further collaboration.
Closing Session: Dr. Vered Holzmann summarized the 1st consortium meeting, which gave us the opportunity to meet, present, and share knowledge and to conduct the first GA (General Assembly) meeting and the first EB (Executive Board) meeting. The next consortium meeting was scheduled for October 21-23, 2013 in Berlin, Germany.

2nd Consortium meeting (October 21-23, 2013, Technische Universität Berlin, Germany):

The 2nd Tempus IRIS consortium meeting was aimed to update the team members on the project progress, to review the work accomplished and to coordinate the next steps of the project, including the detailed plan for a series of workshops. The meeting took place in TU Berlin, which kindly hosted the IRIS project partners. Following is a brief summary of the meeting:
Welcome: The meeting was opened with a welcome introduction to Technische Universität Berlin by Mr. H. Ermel, Director of the Foreign Relations Office. Prof. Gady Golan reviewed the current status of the IRIS project.
Update Project Report: The welcome session was followed by a presentation by Dr. Miri Yemini who reviewed the tasks completed in WP1. The survey, which was conducted in each one of the participating colleges, yielded some interesting results concerning Israeli students' perceptions and preferences with regard to internationalization. These results were integrated with findings of additional query based on personal interviews with all the Presidents of the participating Israeli colleges, to define the requirements for internationalization in public colleges in Israel.
Ms. Gudrun Paulsdottir presented the results of the two workshops, in Al-Qasemi academic college of education and in Shenkar College of Engineering, Design and Art. Also, the institutional responsibility of the Colleges to develop the internationalization strategic plans was emphasized. The additional meeting aimed to review the strategic plans and to discuss the strategies on Presidents' level on December 4-5 was approved. Mr. Uwe Brandenburg presented the current results of WP 6: Quality Assurance; Dr. Amira Meir presented the current status of WP 7: Dissemination; and Mr. Gil Levi presented the current status of WP8: Exploitation & Sustainability.
Internationalization: On the second day Prof. Hans De Wit and Dr. Fiona hunter presented the subject of Strategies for internationalization: challenges and opportunities. During the interactive seminar a structured conversation was conducted. Experiences of developing strategies for internationalization were shared and discussed.
Ms. Gudrun Paulsdottir presented the current status of development of the Israeli colleges' strategic plans and discussed guidelines for National strategic plan on internationalization.
Next Steps: On the third day Dr. Sheila Trahar presented the plan for WP3: Development and delivery of campus internationalization programs for faculty, administrators and students. The detailed agenda for the coming workshop in Kaye College was discussed and the general guidelines for the following workshops were presented. It was agreed that the focus of this WP should be Internationalization of the Curriculum and that, ideally, the same group of people would participate in the three workshops. Dr. Fiona Hunter presented the plan for WP4: Development and delivery of training activities for the qualification of IRO professionals. The planned workshops in Israel and in Europe were briefly described.
Closing Session: Prof. Gady Golan summarized the 2nd consortium meeting, which gave us the opportunity meet, present, discuss the project status and its future scope and to conduct a GA (General Assembly) meeting and an EB (Executive Board) meeting. The next consortium meeting was scheduled for September 08-10, 2014 in Warsaw, Poland.

Israeli Colleges' Presidents Meeting (December 5, 2013, ORT Hermelin Academic College of Engineering & Technology, Israel):

The partner colleges' Presidents were invited to take part in special meeting aimed to present the project status and to get them engaged with its implementation. Dr. Vered Holzmann started the meeting with a review of the completed tasks in the project during its first year (October 2012 – December 2013), a summary of the major achievements and a discussion about the major impediments and challenges. Then, the expected tasks and deliverables for the second year of the project, were presented. The participants were the IRIS coordinators in the participating institutions and the Presidents: Prof. Ariella Lowenstein, President, and Prof. Aliza Shenhar, Provost, from The Max Stern Academic College of Emek Yezreel; Prof. Tamar Ariav, President of Beit-Berl College; Prof. Yuli Tamir, President of Shenkar College of Engineering, Design and Art; Prof. Lea Kozminsky, President of Kaye Academic College of Education; Dr. Dalia Fadila, manager of Al-Qasemi college of Engineering and Science; Ms. Reut Ofir represented the Council of Public Academic Colleges; Prof. Arie Maharshak, President of ORT Braude College, the new Tempus IRIS Coordinator; and Prof. Gady Golan, President of ORT Hermelin Academic College of Engineering & Technology, the hosting institution. Dr. Miri Yemini from Tel Aviv University joined the discussion on Internationalization strategies, which was managed by Ms. Dora Longoni and Ms. Gudrun Paulsdottir

from EAIE. They instructed the discussion on internationalization strategies in Israeli colleges and internationalization strategy for colleges on a national level. The discussion was very fruitful and yielded several issues for future activity including a request to involve the Israeli Council of Higher Education in decisions related to implementation of internationalization in colleges.

On-line Meetings:

Many SKYPE and conference phone meetings have occurred among the IRIS teams. Some of these meetings were between the IRIS coordinator and WP Leaders, others were between the IRIS coordinator and members of the General Assembly (representatives the partners involved in the IRIS project) and additional meetings were between WP Leaders and their team members. Not all of these meetings are documented, since the technological communication media had become standard form of information exchange. The use of technology enables the partners to exchange files, messages, and ideas.

Israeli Tempus Coordinator's Meetings:

There are three Israeli coordinated TEMPUS IV Fifth call projects: DOIT, IDEA and IRIS. The coordinators of the three Tempus projects and representatives of the Israeli National Tempus Office are conducting periodical meetings. Those meetings are aimed to share knowledge and lessons learned, to discuss procedures and best practices, and to consider possible solutions to challenges. To the last meeting, the coordinators of the three new Tempus projects awarded were invited as well.

Communication & Collaboration: The following sections review the activities carried out to launch the Tempus IRIS website, to inform the partners about the project consortium, activities and status, and to promote collaboration among the partner institutions.

Tempus IRIS Portal (http://www.hit.ac.il/sites/en/iris):

The project website was developed and launched by the IRIS team at Holon Institute of Technology. The portal is available in English and in Hebrew. It serves as the project communication center to facilitate collaborative work, to disseminate information and knowledge, and to archive all the materials that are created by the partners. The portal has an open public area that can be accessed with no restrictions and a secured area that can be accessed only by username and password. The information on the project website is organized as follows: The **Home** page includes general information on the project and the consortium partners; The **About IRIS** section reviews the Bologna process, the Tempus programme and general concepts of internationalization. It also includes contact details of the project management team; The **Partners** section presents each one of the partners classified as: Israeli colleges, other Israeli institutions, and European partners; The **News & Events** section includes information on the project's meetings; The **Assets** section is organized following the project's work packages. There is a sub-menu for each work package and it contains all the materials that were created by the partners, presented during the meetings and workshops or distributed in any other format. This section also includes a Forum, in which the project partners can discuss open issues; The **Administration** section includes the guidelines for the use of the grant, contact list, annexes and reports templates, and the Tempus IRIS power point template and word template; The **Publication** section includes papers on internationalization published by the consortium partners, English, Hebrew and Arabic copies of the publication on concepts of internationalization by Dr. Sheila Trahar, and copies of all the project's Newsletters.

The IRIS website is currently based on severs of Holon Institute of Technology. It suffers from several technical problems that are not solved by the technicians, such as inability to add registered users and failure to update the calendar. Although the IT team at Holon Institute of Technology uploads the materials as requested by the IRIS management team, its technical support is insufficient.

Tempus IRIS Newsletter:

The IRIS activities are reported periodically at the newsletter, edited by Dr. Vered Holzmann. Each newsletter incudes an introduction, a review of the tasks completed and/or the events performed, an information about the next events: programs and practical information, and a concluding section of "share with us . . . " that presents relevant information, links, and updates. Six volumes were disseminated in the last six months to a considerable mailing list that includes all the stakeholders in the participating institutions including the Presidents, the Israeli NTO, the Bologna Center at Ben Gurion University, and others.

Tempus IRIS Info book:

At the beginning of the project, the IRIS management team published a project info book that includes a letter from Prof. Gady Golan, the President, a review of Academic Entrepreneurship by Dr. Vered Holzmann, Greetings by Prof. Hans de Wit, a brief description on the Bologna process and internationalization, an introduction to the Tempus program and to the Tempus IRIS project. The second part of the IRIS info book includes one page for each one of the consortium partners, describing the organization, its logo and a representing picture. The info book was delivered to the partners at the 1st consortium meeting.
Currently, after one and a half years and due to the changes in the IRIS consortium (described in details in chapter *Coherence with the workplan and comments on deviations and modifications*) the IRIS partners were asked to provide an updated short description of the institution, a logo of the institution, a picture of the institution to be placed next to the description, and a short summary of the activities, achievements, and insights on the Tempus IRIS Project. The updated info book will be distributed to the project partners and other relevant stakeholders by the summer of 2014.

Collaboration Agreements:

Tempus IRIS activities, visits, workshops and meetings created a collaborative environment in which some of the consortium partners initiated cooperation agreements.
Two members of the Tempus IRIS project, Dr. Riva Levenchuk, Project Manager and Head of the International Relations Department and Dr. Olzan Goldstein, Head of the Research Department at Kaye Academic College of Education in Beer-Sheva, Israel visited Pädagogische Hochschule Viktor Frankl – University College of Teacher Education in Klagenfurt, Austria between May 27 and May 30, 2013. This visit yielded a cooperation agreement between the two institutions and discussions about joint research possibilities in the following areas: professional identity of teacher educators and the role of research activity in teacher educators' professional development, collaborative online seminars of faculty members focused on research projects carried out in both colleges (five meetings during the 2013-2014 academic year), cooperation between English Department members in both institutions: online meetings for knowledge and practice sharing and design of online learning activities for students, collaboration in supervising student teachers: Kaye College faculty members may supervise projects, for example, on the subject of the Holocaust, Dr. Pia-Maria Rabensteiner may supervise a graduate in the Master Program at Kaye College.
The President of ORT Hermelin Academic College of Engineering & Technology, Prof. Gady Golan, visited the Politecnico di-Milano during the 2nd Managing Internationalization, IRO training workshop on March 3-5, 2014. This visit yielded a cooperation agreement between the two institutions that will be based on a summer seminar on "Smart Grid" which will be offered to Italian and Israeli students in a three weeks course in Israel.

Coherence with the workplan and comments on deviations and modifications

Please write in this section the main changes which have occurred compared with the original project proposal. (More detailed information is requested in the relevant sections below).

Introduction: The main changes in the Tempus IRIS Tempus IRIS work plan are presented hereinafter, following the project's work packages.

WP1 - Requirement analysis and benchmarking: The tasks of WP1 were carried out according to the work plan, with one change related to benchmarking. The benchmarking workshops, which were planned to take place in Israel were transformed to Israeli college partners' study visits in European partners' international offices. This change occurred due to the difficulty of the European partners to come to Israel since at that time it was a complex security situation in the area. This deviation in scope did not requires any change in the project budget and its results were very successful and beneficial.

WP2 - Internationalization strategic plan: WP2 scope remains as planned, but its progress on the project timeline is delayed comparing to the project plan. As the overall timeline of the project had been delayed due to several reasons described in details in chapter "*Obstacles and shortcomings*", the schedule of WP 2 also had to be adapted. As a consequence some of the activities were to take place during the holiday period in the summer, which resulted in additional delays. The 2 strategy workshops have taken place in summer 2013 instead of spring 2013. Individual feedback sessions, which initially were planned for Summer 2013 took place in December 2013 instead. Moreover, the time for the development and review of the individual strategic plans took considerably longer than outlined in the initial project plan. As a result, the completion of task 2.3 was also delayed and is now scheduled for

late spring 2014.

WP3 - Development and delivery of campus internationalization programs for faculty, administrators and students: Following the 1st consortium meeting it was decided to withdraw the planned workshop on e-learning from the original project proposal and to unite the content of the two first workshops into one. As the project progressed and the partner colleges realized that there is a need to focus on internationalization of the curriculum, further changes were agreed upon during the 2nd consortium meeting. The first two workshops delivered in Israel have enabled the partners to develop a clear understanding of internationalization of the curriculum and its significance in any internationalization project. The third workshop, which will take place in May 2014, will not involve students but rather discuss advanced issues of internationalization of the curriculum by academic staff. The format of each workshop was adapted to the partners needs and is based on two days of presentations, case studies and teamwork, and an additional day for consultation.

WP4 - Development and delivery of training activities for the qualification of IRO professionals: The WP tasks include a set of 5 workshops of training IRO professionals which is executed as planned with a deviation in schedule. As the overall timeline of the project had been delayed due to several reasons described in details in chapter "*Obstacles and shortcomings*", the schedule of WP 4 also had to be adapted. The adaptations are expressed in the dates each workshop is hosted in a partner University and in the duration of the workshop that will take place in Pädagogische Hochschule Viktor Frankl – University College of Teacher Education in Klagenfurt, Austria, which will be longer than planned since it will be part of an international conference on internationalization in Higher Education.

WP5 – Pilot IRO activities: This WP includes on-site visits in Israeli colleges, planned for 2015. However, the updated project plan is to conduct one longer visit of the European partners in Israel, rather than two shorter visits. Instead of visiting separately all 7 partner colleges, three two-day meetings, grouping 2-3 colleges in one place, are planned. Thus, the travel costs will be lower and the partners' availability for mentoring and consulting will be higher.

WP6 – Quality Assurance: Most of the quality assurance activities and tools have been developed according to their description in the Quality Work Plan. Following a modification of deliverable 1.3 "Benchmarking workshops", a joint on-line survey for participants of benchmarking study visits has been developed and conducted once all the site visits have been finalised. The planning and preparation of evaluation procedures for workshops within WP2, WP3 and WP4 has been running smoothly and in time. The QA team is preparing all evaluation tools in close cooperation with the project management and WP leaders.

WP7 – Dissemination: The dissemination WP is performed as planned concerning the establishment of the IRIS portal, printing and publishing brochures and posters, and having internal seminars in the partner colleges. The planned national and international conferences are planned to be held during 2015. On March 25-26 a National Conference on Multiculturalism and Pedagogical Innovation took place at Kaye Academic College of Education. The conference was organized by Kaye College in partnership with UNESCO and the MOFET Institute. Through the presentations and discussions, special attention was paid to the theme of multiculturalism. Educators from various academic institutions in Israel as well as educators from academic institutions in Georgia participated at the conference. Tempus IRIS Project was presented at the National Conference as well as activities, taking place in the framework of internationalization at the college. One change probably will occur in the second half of the project: a short movie presenting the IRIS project, its results, and the internationalization opportunities in the partner colleges will be produced.

WP8 – Exploitation & Sustainability: There are no changes in the WP deals with the project's exploitation and sustainability.

WP9 – Project Management: There were several changes with regard to the project management tasks, mainly as derived from the reasons described in details in chapter "*Obstacles and shortcomings*". These changes include the following: the overall timeline of the project had been delayed and some of the activities were performed later than planned; the overall budget of the project had been distributed differently among the partners due to the changes in the consortium; communication activities were not executed successfully for a certain time due to difficulties at the coordinator's institution; the level of involvement of some partners in the WPs was different than planned, as a result of the change in schedule and in focus, as described above; the 2nd consortium meeting took place at Technische Universität Berlin instead of at CHE Consult, Berlin because the institution doesn't have the facilities to host the consortium; the 3rd consortium meeting, planned for October 2014, will be held in Warsaw

University of Technology, Poland instead of at the European Association for international Education in the Netherlands for the same reason. However, those changes will not have any effect on the project budget.

Obstacles and shortcomings

Please describe any obstacles and/or shortcomings experienced during the period covered by the report and the measures taken by the project team to address them.

Introduction:

The Tempus IRIS project have encountered major obstacles since October 2012 until this date. The project was awarded to Prof. Gady Golan at Holon Institute of Technology. At that time, Prof. Golan was the President of the institution, promoted research grants. Due to reasons that are not related to this project, Prof. Golan was forced to leave office at the end of November 2012. For more than several months Holon Institute of Technology had no nominated President. At this period, the project was at its preliminary phases and the coordinating institution didn't fully support the project. By the summer of 2013, Holon Institute of Technology management formally stated that the institution is willing to withdraw from the project and give Prof. Golan the opportunity to continue leading it. From this point on, Dr. Vered Holzmann, who was a key person in the IRIS project and is a faculty member at Holon Institute of Technology, managed the project with no administrative or managerial support from the institution. Prof. Golan and Dr. Holzmann were in a contact with the project officer to find a solution that will protect the project from early termination. The solution was found by transferring the coordination of the project from Holon Institute of Technology to ORT Braude College of Engineering and by joining ORT Hermelin Academic College of Engineering & Technology to the consortium. In addition, at the same time, Dr. Fiona Hunter, who is the leader of WP4 left Universita Carlo Cattaneo and moved to Università Cattolica del Sacro Cuore. Universita Carlo Cattaneo didn't agree to leave the consortium but couldn't support the leadership of WP4. Therefore it remained in the consortium and the Università Cattolica del Sacro Cuore joined as well. An additional organizational changes occurred when European Centre for Strategic Management of Universities was merged into European Foundation for Management Development and the Ministry of Foreign Affairs announced that it cannot take active part in the project.

ORT Braude College of Engineering, ORT Hermelin Academic College of Engineering & Technology and Università Cattolica del Sacro Cuore sent letters of request to join the consortium. Holon Institute of Technology and the Ministry of Foreign Affairs sent letters of request to withdraw from the consortium. On August 2013 we sent a letter to all IRIS partners to approve these organizational changes. It took a while to get all the letters signed by the authorized persons in each institution. Once we had all the documents and letters, on January 2014, we scanned and transferred them to the Project Officer at the Education, Audiovisual & Culture Executive Agency.

Currently (March, 2014) we are waiting to proceed with the amendment of the grant agreement, to be signed by the three parties (Holon Institute of Technology, ORT Braude College of Engineering, and the Education, Audiovisual & Culture Executive Agency).

The situation described above caused major difficulties related to schedule, budget, and communications management.

Schedule:

The IRIS project was planned to start at October 2012. The 1st consortium meeting was scheduled for December 2012. However, on November 2012 "Amud Anan" a military operation of the IDF in Gaza took place and the political situation in the area was unsafe. Thus, it was decided to postpone the 1st consortium meeting for several weeks and it was held on February 2013. The delay in this milestone, and the chain of events described at the introduction of this chapter, caused the whole project to be behind schedule. The planned dates of the tasks in WP2 were rescheduled and as a result, the following WPs were delayed as well. In order to complete all the project tasks on time, i.e. no later than October 2015, the whole project was rescheduled. The last six months (October 2013-March 2014) were very active with regard to the project activities and the updated project schedule provides a solid plan that will enable to accomplish the objectives on time.

The following chart shows the planned and actual dates of the major activities in the IRIS project:

WORKPLAN & WORKPACKAGES SCHEDULE

Development	DEV
Quality Plan	QPLN
Dissemination	DISS
Exploitation	EXP
Management	MNGT

Planned
Actual / Updated

Activity carried out in the EU or Candidate Country: O
Activity carried out in the Partner Country: X

WP Type	Deliverable	Activities	Month 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
DEV	1.1	Development and performance of requirements analysis survey	X	X	X	X																																
			X	X	X	X	X																															
DEV	1.2	An assessment of societal interests in the internationalization of public colleges	X	X	X	X	X	X																														
			X	X	X	X	X	X	X																													
DEV	1.3	Benchmarking workshops and exercises	XO	XO	XO	XO	XO	XO																														
								XO	XO	XO	XO																											
DEV	2.1	Development and delivery of two workshops 'internationalization strategic planning'						XO	XO	XO	XO																											
											XO	XO	XO																									
DEV	2.2	Preparation of a written internationalization plan for each college								XO	XO	XO																										
												XO	XO	XO	XO	XO	XO	XO	XO																			
DEV	2.3	Preparation of a joint national strategic plan for internationalization (incl. stakeholder consultation)										XO	XO	XO																								
																		XO	XO	XO	XO	XO																
DEV	3.1-3.4	Development and delivery of a workshops on curriculum internationalization										XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO
												XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO															
DEV	4.1	Development and delivery of IRO professional workshops										XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO																
																		XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO								
DEV	4.2	Development of professional IRO toolkits										O	O	O	O	O	O	O	O	O	O																	
																			O	O	O	O	O	O	O	O	O	O									
DEV	5.1	Development of pilot activities plan																O	O	O	O																	
																									O	O	O	O									
DEV	5.2	Pilot activities																			XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	
																					XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	
DEV	5.3	Pilot summary meeting – sharing experience and best practices																																	X	X	
																																			X	X	
QPLN	6.1	Development of IRIS quality policy document	XO																																		
			XO																																		
QPLN	6.2	Development of IRIS quality work plan	O																																		
			O																																		
QPLN	6.3	Development of individual Quality Monitoring Tools	O	O																																	
			O	O																																	
QPLN	6.4	Assessment of IRIS progress on three levels	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
			O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
QPLN	6.5	Delivery monitor	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
			O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
QPLN	6.6	Content Evaluation	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
QPLN	6.7	External Quality Assurance	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
			O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
DISS	7.1	Development and implementation of dissemination plan	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO
			XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO
DISS	7.2	IRIS portal	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
DISS	7.3	IRIS brochures and poster	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
DISS	7.4	Internal seminars													X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
															X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
DISS	7.5	IRIS national conference																													X	X	X	X	X	X		
																															X	X	X	X	X	X		
DISS	7.6	IRIS international conference																															XO	XO	XO	XO	XO	XO	XO
																																	XO	XO	XO	XO	XO	XO
EXP	8.1	Sustainability strategic plan																XO	XO	XO	XO	XO	XO	XO														
																		XO	XO	XO	XO	XO	XO	XO														
EXP	8.2	International task force																									X	X	X	X	X	X	X	X	X	X	X	X
																											X	X	X	X	X	X	X	X	X	X	X
EXP	8.3	Faculty mentoring program for academic faculty																															X	X	X	X	X	X
																																	X	X	X	X	X
EXP	8.4	Internationalization network roadmap																							X	X	X	X	X	X	X	X	X	X	X	X	X	X
																									X	X	X	X	X	X	X	X	X	X	X	X	X
EXP	8.5	Advocacy materials and advocacy campaign																										X	X	X	X	X	X	X	X	X	X	X
																											X	X	X	X	X	X	X	X	X	X	X
MNGT	9.1	Project coordination and communication	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO
			XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO
MNGT	9.2	Administrative and financial management	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO
			XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO	XO
MNGT	9.3	Risks and contingency management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Budget:

The first payment of 60% of the grant (€653,427.43) was received at Holon Institute of Technology on October 2012. The coordinator transferred each partner half of its share in this amount after the partnership agreement between the organization and Holon Institute of Technology was signed. The total amount transferred was €324,561.12 including €46,377 to Holon Institute of Technology as a partner in the consortium. There are two major budget issues that the special situation of the IRIS project caused.

The first issue is related to three leading partners and it was caused because Holon Institute of Technology is no longer active in the project and doesn't take part in its activities but it has the budget of the first payment. Three new partners have joined the consortium: ORT Braude College of Engineering, ORT Hermelin, and Università Cattolica del Sacro Cuore, but did not receive any budget, yet. These three organizations are having dominant roles in the project (OBC is the new coordinator, OHC is a partner college, and UCSC leads WP4) but have no budget to finance their activities. Although the Project Officer approved that the expenses are eligible and that these institutions can reimbursed once they are officially partners in the consortium, the current situation requires them to act with no financial backup.

The second issue is related to the cost management of all the project partners. Since the project is no longer managed by Holon Institute of Technology but it has the second half of the first payment for each one of the partners, there is no procedure to transfer these amounts to the IRIS partners. Therefore, most of the consortium partners had spent the first half of the first payment and they are required to continue act in the project without getting the additional budget. This issue will also affect the date that 70% of the first pre-financing will be disbursed.

As the budget issue is still open, the exact impact on the project is not yet clear.

Reporting:

The financial reporting was found to be a complicated procedure by some of the partners. The IRIS reporting is based on a half year report, including financial statements and a review of the accomplished tasks. Since some of the partners are inexperienced with Tempus reporting procedures, we offered a workshop for financial managers at the beginning of the project, provided templates that are also available online, and offered support in completing the

reports. Currently, all the partners had submitted several reports and they are familiar with the process, which enables the coordinator to summarize the details into one coherent report.

Communication:

Due to the situation described at the introduction of this chapter, there were several exchange of personnel during the first year of the project life cycle, which resulted in ineffective communication. The coordination between the project coordinator and the project partners was not executed efficiently and as a result some of the partners didn't receive the information they needed on time. In addition, the coordinator representative was not available to the partners and didn't respond on a timely manner and as professionally as expected. To resolve this issue, the project manager, Dr. Vered Holzmann, took active actions in October 2013. These actions include an ongoing correspondence with each one of the partners whether by emails, telephone conversations, or Skype discussions. In addition, a periodical newsletter, which summarized the project activities and provides information with regard to next events is distributed to stakeholders at all the partner institutions. Several face-to-face meetings with the colleges' Presidents and other principal stakeholders were taken place to discuss the special situation of the project. During the project's workshops a special time slots were dedicated to social activities to encourage informal communication. And finally, all the project's materials are uploaded to the IRIS portal.

This actions significantly improved the communication and coordination among the project partners.

Implementing Internationalization:

Some of the partner colleges had a challenge to define "internationalization" as a term and concept and to reach an internal agreement of the exact benefits and costs for the colleges. Internationalization is not a common practice implemented in colleges in Israel, and its implementation also in Israeli universities is very limited. Thus, most of the IRIS leaders in the colleges had a challenge to "market in" internationalization and to create understanding of its benefits to the institutions, and since the academic colleges curricula is strictly controlled by the CHE it is often hard to introduce new courses or major modifications adding international aspects.

To support this issue, the IRIS team had frequent meetings and workshops that contributed to a better understanding of the project and of the assignments that have to be completed. The European partners, who are experts in internationalization, support the process of internationalization, share knowledge and best practices and make the connection between the different work packages much more understandable and coherent. In addition, we invited the colleges' Presidents for an update meeting, which took place on December 5, 2013, to discuss internationalization strategies. An additional challenge related to implementing internationalization in Israeli colleges is derived from the lack of support that the colleges felt they receive from the Council of Higher Education with regard to required changes to the curriculum. To address this aspect, representatives of the Israeli CHE were invited to participate in an open discussion with IRIS partners, which will take place as part of the 3rd internationalization of the curriculum workshop in May 2013 in ORT Braude College of Engineering.

Development of programmes and courses

Please provide a description of the teaching/training programme(s) (undergraduate/postgraduate programmes, intensive courses, training modules to academic or non-academic staff, etc.) that the beneficiaries are developing or of the introduction of the new programme(s) and the state-of-play of these developments at the time of submitting the report. If unforeseen changes in the original plans occurred, please describe the type of changes and the measures taken to address them. Please also indicate the activities you plan to carry out before the end of the project. If this section is not relevant for your project, please write 'Not Applicable'.

Introduction:

Tempus IRIS program doesn't include in its planned scope tasks that are aimed at the development of joint programmes and courses. However, two work packages are relevant to this chapter: WP3 - Development and delivery of campus internationalization programs for faculty, administrators and students, which is aimed to support the development of internationalization of the curriculum at the partner colleges; and WP4 - Development and delivery of training activities for the qualification of IRO professionals, which is aimed to train and build capacity of local international relation office teams in partner Israeli colleges. The following sections review the activities in these work packages.

Internationalization of the Curriculum:

The development of and adaptations to the curriculum following internationalization concepts and perceptions, is presented hereinafter for each one of the participating colleges.

Beit Berl College: The IRIS team at the college examines two major options for implementing internationalization in the curriculum, one is based on the development of a new program and the second is based on adaptations to specific courses. A meeting with all the Deans was held in order to identify courses that can be 'internationalized'. The IRIS team at the college is developing a questionnaire to be distributed among the academic staff to learn how they view the progress in internationalization in the campus and DR. Daniella Schonker-Schreck is planned to facilitate a workshop for academic staff to explain the principles of internationalization of the curriculum, with an emphasis on ways of working e.g. learning, teaching and assessment approaches. The exact number and type of courses that will be changed for internationalization is not yet defined.

Al Qasemi Academic College of Education: Internationalization is already implemented several courses of Strategic Reading in the English department-enhancing strategic thinking and cultural reading of academic material as part of students' development as global citizens. In addition, Dr. Dalia Fadila have also integrated world literature into the course of Literary Matrices' to expose students to other cultures. Internationalization will be implemented in two courses for the excellence track in the college. In addition efforts are currently made to host students from other universities, specifically Klagenfurt University College of Education, which intends to send twi students to Al Qasemi next academic year. Dr. Dalia Fadila plans to conduct an online course around innovative thinking with Warsaw University of Technology. All the curricula implementations will be accompanied by research.

Shenkar College of Engineering, Design and Art: Ms. Esther Wynhorst plans to run a workshop for Deans and for the Head of Academic Administration. As part of the international strategy of Shenkar it was decided to start streamlining the system with the Bologna process. As part of this decision the college is launching a pilot in the second semester of the current academic year to measure the student workload (cross-department and faculty). Another goal is to start a joint degree with leading institutions in the world. To promote this Shenkar is currently doing a major joint project with the RCA, London and their GoGlobal project. One of the anticipated outcomes of this project is a deeper academic cooperation between Shenkar and the RCA. On another track, during the study visit in Milan, the IRIS team of Shenkar set up meetings with the Fashion design department in the Politecnico di-Milano and in addition to expanding the current student exchange program between the institutions, they started to discuss the option of setting up a double degree.

The Max Stern Academic College of Emek Yezreel: In the education domain, the college emphasizes internationalization of curriculum, including both pedagogy and content. Specifically the IRIS team in collaboration with the academic administration, the Galilee Center for Jewish-Christian Relations, the MA program in Organizational Development and Consulting and the English Department, plan to offer courses in English in the area of Jewish-Christian relations, international organizational development and conflict management in organizations. The course on Jewish-Christian relations will be offered to international students, while the courses related to the MA program in Organizational Development and Consulting will be offered first on a pilot basis to the students in the program, who will be supported by the English department. Subsequently, an International Organizational Development workshop will be offered to a mixed group of international and local MA students. The IRIS team has also established a learning community (action-research team) devoted to the study and implementation of culture sensitive and competent teaching and learning. The latter constitute examples of pilot projects to be materialized in the short and middle range. In the long run, the college plans to develop the education component to include the mobility element; namely, students' and faculty exchange and upgrading most courses' curricula by internationalization flavour, especially culture-sensitive learning and teaching.

ORT Hermelin Academic College of Engineering & Technology: One of the existing courses in the college will be taught in English next year. In addition, a new program for undergraduate on "Smart Grid" is developed in cooperation of ORT Hermelin Academic College of Engineering & Technology and the Politecnico di-Milano. The program will be offered as a summer seminar to Italian and Israeli students in a three weeks course in Israel, which will include lessons in engineering and technological (visits in industry related companies and a visit in Israel.

ORT Braude College of Engineering: All the departments are in a process of mapping their Engineering curricula in all programs focusing on Learning Outcomes (according to ABET criteria) and adopting it to international standards. The departments will perform iterative curriculum improvement through assessment and accordingly revise courses/curriculum while taking into account the need to emphasize the content of international dimension. ORT Braude College is developing new programs and expanding the current programs for promotion of students from the Arab minority sector in order to enable multi-cultural accessibility of students from the Jewish

culture in the Arab sector and vice versa. The College is in the process of exploring possibilities to hold joint summer programs for foreign students and students from ORT Braude, which will include a component of academic courses and exposure to Israeli culture, visiting holy places for the three religions and familiarity with the Galilee and northern Israel. In addition, Dr. Dvora Toledano-Kitai and Dr. Miri Shacham plan an internationalization of the curriculum workshop for academic staff to identify opportunities to implement internationalization of the curriculum in existing courses. The Tempus IRIS team will work together with the Tempus ECOSTAR team (English as the Cornerstone of Sustainability, Technology and Research, a new Tempus project 2013-2016 coordinated by ORT Braude) to create a national framework for English language teaching and learning resources: (a) the students will learn to deal with authentic texts in their field of study and to deliver lectures on a wide variety of subject related topics; (b) the multimedia language resource center is used for online reading comprehension and writing classes, and to develop listening and speaking skills; (c) the English Unit develop and offer Workshops and content courses in English (English medium instruction).

Sapir Academic College: The College's strategy is focused on establishing an international unit within one academic department in Sapir, Technology Marketing Department. This process includes 4 courses which will be adapted to international standards and will be taught in English. The courses recommended to the college for the intended unit are: (1) Talking Business (a practical Business English course); (2) Consumer Behaviour; (3) Project Management in Innovative Technology Environment (The Israeli "start-up nation" case); and (4) English for Academic Purposes in Marketing (exemption-level course). All the academic staff involved in developing this unit will work in a collaborative fashion, to make sure students have a comprehensive experience of the academic subject matter and the English skills required to achieve them. Training modules to academic staff includes: (a) a workshop in Business English, stressing current global trends in teaching Business English, which was given in February, 2014 to the English teachers staff by Ms. Marjorie Rosenberg from the University of Graz, Austria. Collaboration with Ms. Rosenberg is expected to continue throughout the development of further course materials. (b) a workshop concerning adapting the academic syllabi to the ECTS standards will be given by Dr. Hanan Maoz to all academic staff involved in the project.

Kaye Academic College of Education: In the framework of the undergraduate programme two training modules have been planned: "Music in Common" and "Judaism as a Living Experience". In addition a workshop on internationalization of the curriculum is offered to academic staff at the college.

IRO (International Relations Office) Training:

The IRO training workshops are developed and delivered as part of the project plan. Dr. Fiona Hunter from Universita Carlo Cattaneo in Milano, Italy is leading five workshops aimed to train IRO professionals at the partner colleges. The IRIS team at Warsaw University of Technology and the team at Pädagogische Hochschule Viktor Frankl – University College of Teacher Education in Klagenfurt are working with her to build the capacity of local IRO teams in partner Israeli colleges. The teams are trained to build strategic partnerships around the world, to manage mobility of students, faculty and staff, to provide support services for international activities, and to establish an IRO in the college. Additional details are available in chapter *Staff (re-)training*.

As described earlier, this work package is composed of five workshops: the first and the last in Israel and the others in Italy, Poland and Austria. We have completed two of those workshops, in which 2-3 participants from each college received tools for implementing internationalization strategy and transforming it into action plan, understood the advantages and disadvantages of models for international offices, visited and questioned managers and employees of international relations offices, and analyzed strengths and weaknesses of the college's with regard to internationalization. The following workshops will enable the participants to interview internationalization professionals to understand roles and responsibilities, international agreements, and support for internationalization at home. By the end of these five workshops, each one of the colleges will have the knowledge and the competencies to establish an IRO and/or to significantly expand its IRO activities.

Restructuring: university management and governance

Please provide information on the institutional changes that the project is introducing in the Partner Country beneficiaries (institutions), the state-of-play of project activities and any changes which occurred compared with the original plans. Please also indicate the activities you plan to carry out before the end of the project. Examples: establishment of new units/faculties, establishment/upgrading of libraries, establishment/restructuring of

international relation offices, introduction of reforms to university governance (i.e. decision process, autonomy, accountability). If this section is not relevant for your project, please write 'Not Applicable'.

International Relations Offices:

One of the Tempus IRIS objectives is the establishment of International Relations Offices (IRO) in the partner colleges in Israel. Some of the institutions have an IRO unit, which is restructured as a result of this project. In other institutions this unit will be established during the project life cycle. The following sections review the institutional changes in each one of the colleges.

Beit Berl College: The department of External Relations in Beit Berl College is an existing organizational unit that initiates and encourages activities in the following fields: cooperation and agreements with academic institutions in Israel and abroad for student and faculty exchanges; organization of international conferences; participation in local and international programs for research and development in various frameworks. The External Relations unit in the college is planned to be restructured and improved as a result of the Tempus IRIS project. The exact plan for change is still under consideration, but it will involve redefining roles and responsibilities as well as expanding the breadth and depth of cooperation.

Al Qasemi Academic College of Education: The College will establish an International Relations Office as part of the activities it performs in the Tempus IRIS project. The unit will be responsible for the initiation and development of partnership agreements with Higher Education Institutions, promoting multi-cultural and multi-national cooperation, and encouraging academic staff involvement in bi-national and European programs such as Erasmus+, Horizon 2020, and more. An English speaking faculty member has already been recruited to Al Qasemi to be part of the IRO team.

Shenkar College of Engineering, Design and Art: Currently, the college has agreements for faculty and student exchange with several academic institutions in Europe, USA, Asia, and South America. However, these activities were not organized in a special organizational unit. Therefore, Shenkar College of Engineering, Design and Art has decided to set up an International Office as part of the processes driven through the Tempus IRIS project. The IRO in Shenkar will be staffed by trained professionals who actively participate in the IRIS project. The IRO preliminary planned activities include the major responsibility of setting up an International Steering Committee that will assist in defining the international goals and work plans for each one of the departments in Shenkar College of Engineering, Design and Art. Successive activities will support the execution of those goals by a set of action plans for each department. As part of the development of the International Office, Shenkar College of Engineering, Design and Art participates this year in the Erasmus Mundus EMAIL III program (coordinated by Masaryk University). This program allows for staff and student mobility within the European consortium. Mobility is perceived as an important part of the internationalization efforts as it adds to the international atmosphere in the college when it hosts foreign students and it gives amazing opportunities for outgoing students. Mobility activities are handled by the international office.

The Max Stern Academic College of Emek Yezreel: Upon embarking on the IRIS project, the College have had several memorandums of understanding with academic institutions in Europe and North America and individual faculty members have maintained research partnerships with faculty at European and North American universities. IRIS team, including the chair of MA program in organizational development and consulting, a faculty member at the department of Health Systems Administration, and the manager of research authority was established and receives an ongoing support from the President. In order to promote IRIS related activities at YVC, recently the IRIS team was extended by forming a Steering Committee; the college Provost, the Head of Research Authority, the Students' Dean, the Head of the English department, and the Chair of Information Systems Management Department joined the IRIS team. The new structure allows drawing specific action plans in both the research and education domains. The team members are still grappling with the kind of IR formal structure which will be appropriate to accomplish the YVC strategic goals concerning internationalization. Subsequent IRO workshops and internal debates will help to crystalize the IRO design which will be best suited to materialize the strategic plan in both the research and education domains in the intermediate and long range. Meanwhile the extended IRIS team intends to sign memorandums of understanding with academic institutions in Poland – University of Warsaw, UNESCO Chair "Women -Society- Development", and the Academy of Special Education and possibly also with International Business School at Vilnius, Lithuania, Spiru Haret University in Bucharest, Romania and with the University of Nicosia.

ORT Hermelin Academic College of Engineering & Technology: The College has recently joined the Tempus IRIS project, thus it will begin working on its International Relations Office during 2015. The College is only 4 years old with a limited number of academic and administrative staff and with no graduate students, yet. The IRO in the College will be subordinated directly to the President, and its major activities will be academic developments. The College aims to develop an International Office that will be coordinate cooperation with Higher Education Institutions and promote international research. The organizational unit will include at first a pert time academic person, with an intention to expand its activities in parallel to the College maturity.

ORT Braude College of Engineering: Currently, the College has a position of coordinator of Foreign Relations in charge of study abroad programs and research authority. As a result of the participation in the Tempus IRIS project, the College plans to expand the current Foreign Relations office into an International Relations Office. The new organizational structure will unite all the current positions that are relevant to international activities including the cooperation agreements, student and faculty exchange, and research authority. The organizational unit will be developed based on three desks: United States and North America desk, Asian desk and European desk.

Sapir Academic College: Thanks to the IRIS project, the College is in the process of establishing an International Relations Office / Internationalization Programs Center, which will coordinate all the relevant issues toward Internationalization, including staff mobility and training in accord to the IRO accountabilities. An early action plan document was written and is now in the final stages before approval. The office will provide social activities that will help incoming students to socialize with the existing community. The IRO will also act as: (a) Office of Research Projects Relations; (b) Office of Student and Lecturers Life Services for Exchanges; (c) Office of Academic Industry Support and Orientation; and (d) Office of Alumni Relations. During the next six months the IRIS team plans to approve the final strategic plan, based on the new College President's Vision and Mission; to develop a sustainability plan which will allow the college to establish and maintain international relations; and to develop the student/staff exchange program.

Kaye Academic College of Education: The College has an International Relations Department that supports collaborative learning activities with students: "Jewish Belief and Practice", online course with the students of York St. John University; participation of College students in the project "Music in Common", sponsored by the American Embassy; sharing of professional knowledge with faculty members: Visit to York St. John University for joint consultations with faculty members; online meetings with faculty members of the English Dept. between Klagenfurt and Kaye College; exchange of knowledge with the teachers' staff at High Tech High School in San Diego based on mutual visits; agreements of partnership with: Klagenfurt University College of Education, Penza University Pedagogical Institute, Warsaw Academy of Special Education; and collaborative publications: Warsaw Academy of Special Education. As a result of the IRIS project, the College intends to restructure the existing International Relations department and to redefine its functions to match needs and requirements of the academic staff, the administrative staff and the students.

Staff (re-)training

Please provide a description of the activities carried out in order to train the staff of the partner country participating institutions. Please also provide an outline of the selection criteria for the different groups of people who have participated in the implementation of these activities. Please describe any change in comparison with the original proposal and indicate the activities that you plan to carry out before the end of the project.

Introduction:

Staff training at the Tempus IRIS project is based on four major activities, which represent three level of implementing internationalization in the beneficiary institutions: (1) benchmarking study visit, which was aimed to introduce types of internationalization in Higher Education institutions; (2) development of an internationalization strategic plan, which is performed at the top management level of the institution; (3) development of the internationalization of the curriculum, which involves experienced academic staff; and (4) development of international relations office, which deals with management of internationalization by administrative and academic staff. These activities were planned and executed as part of work packages 1, 2, 3 and 4 respectively. There are no significant deviations between the original proposal and the actual performance with regard to staff training. The following sections summarize the completed tasks and the actions that are still in progress, within the scope of the IRIS project aimed to train the staff of the Israeli participating institutions, by a brief description relevant to each one of the colleges.

Staff Involvement and Training:

Beit Berl College:
WP1 - Three team members of the IRIS team of Beit Berl College, two academics and one administrator, participated in a study visit to the Pädagogische Hochschule Viktor Frankl - University College of Teacher Education in Klagenfurt, in May 2013, as part of a benchmarking effort.
WP2 - Three team members participated in a two-day workshop at Al Qasemi Academic College of Education in Baqa-El-Gharbia and two team members participated in a two-day workshop at Shenkar College of Engineering, Design and Art in Ramat Gan. The participating members include top management, academic staff and administrative staff who worked together, under the guidance of Ms. Dora Longoni and Ms. Gudron Paulsdottir from EAIE to develop the development of the internationalization strategic plan. The President of Beit Berl College, Prof. Tamar Ariav and the IRIS coordinator at the College, Dr. Amira Meir, participated in the third meeting of WP2 at ORT Hermelin Academic College of Engineering & Technology to develop the strategic plan.
WP3 – Three team members took part in a workshop at Kaye Academic College for Education, and four team members took part in a workshop at Beit Berl College led by Dr. Sheila Trahar, from the University of Bristol, to develop the curriculum. The participants are faculty members and Deans who are using the knowledge acquired to implement changes in the existing curriculum. Three faculty members are expected to participate in the final workshop, planned for May 2014.
WP4 – Four team members, including academics and administrators, participated in a three-day workshop at Sapir College led by Dr. Fiona Hunter. Three team members participated in a three-day workshop at the Università Cattolica del Sacro Cuore in Milan. These workshops are part of a set of five workshops aimed to train IRO professionals. Three team members are expected to participate in the next IRO training workshop in May in Warsaw University of Technology.
Summary: The IRIS team at Beit Berl College consists of 15 members of which 10 members are academic staff and 5 are administrative staff. The project is led by a coordinator, 2 academic members and 2 high management administrative members from inception to completion. The remaining members have been assigned to lead and to take part in the work in the different WPs. The College Research Authority in conjunction with the College IRO both serve as operational hubs.

Al Qasemi Academic College of Education:
WP1 - Three team members of the IRIS team of Al Qasemi Academic College of Education, two academics and one administrator, participated in a study visit to the University of Bristol in UK, in May 2013, as part of a benchmarking effort.
WP2 - Four team members participated in a two-day workshop on vision, strategy and implementation, which was hosted in Al Qasemi Academic College of Education. Two of the team members also participated in a two-day workshop on internationalization pathways and opportunities, which was held at Shenkar College of Engineering, Design and Art. Dr. Dalia Fadila, Deputy President of Al Qasemi Academy took part in the third meeting of WP2 at ORT Hermelin Academic College of Engineering & Technology to develop the strategic plan.
WP3 – One faculty member attended the first Internationalization of the Curriculum workshop at Kaye Academic College for Education, and three team members attended the second workshop at Beit Berl College. Dr. Sheila Trahar from the University of Bristol trained the academic staff to develop internationalized curricula. Two faculty members are expected to participate in the final workshop, planned for May 2014 in ORT Braude College of Engineering.
WP4 – Two IRIS team members, faculty at Al Qasemi, participated in a three-day workshop at Sapir College led by Dr. Fiona Hunter. Three team members, two faculty and one administrator, participated in a three-day workshop at the Università Cattolica del Sacro Cuore in Milan. Two team members, one academic and one administrator, are expected to participate in the next IRO training workshop in May in Warsaw University of Technology. The IRO training workshops are aimed to train IRO professionals in the college.
Summary: The IRIS team at Al Qasemi Academic College of Education consists of several staff members who are very involved in the project's activities and will implement internationalization in the campus. This team is composed of academics and administrators, from different departments and organizational management levels.

Shenkar College of Engineering, Design and Art:
WP1 – Two team members of the IRIS team of Shenkar College of Engineering, Design and Art, one academic and one administrator, participated in a study visit to the Warsaw University of Technology in Poland on June 2013, in order to experience internationalization in higher education institution.

WP2 – The person responsible for international relations at the college participated in the first workshop on strategy development and hosted the second workshop in Shenkar. Both workshops were devoted to best practices of developing strategy for internationalization in higher education institutions. In addition, a faculty member and the international relations officer attended an individual consolation with Ms. Dora Longoni and Ms. Gudron Paulsdottir from EAIE to develop the internationalization strategy. The President of Shenkar College of Engineering, Design and Art, Prof. Yuli Tamir and the international relations officer of the college, Ms. Esther Wynhorst, participated in the third meeting of WP2 at ORT Hermelin Academic College of Engineering & Technology to develop the strategic plan.
WP3 – Two team members of the IRIS team of Shenkar College of Engineering, Design and Art, one academic and one administrator, participated in the first Internationalization of the Curriculum workshop at Kaye Academic College for Education, and one of them attended the second workshop at Beit Berl College. As part of WP3, development of the internationalization of the curriculum, the college plans to arrange a workshop for senior and junior full time academic staff on this topic. The exact date for the internal seminar was not set, yet. The content of the workshop will be developed with the guidance and assistance of Dr. Sheila Trahar from the University of Bristol, the WP leader.
WP4 – The international relations officer of the college, Ms. Esther Wynhorst, participated in the first IRO training workshop at Sapir College. An academic staff member joined her to the second workshop that was held in Milano, in which the participants visited the Università Cattolica del Sacro Cuore and the Poiltecnico di-Milano in order to experience the centralized and the decentralized IRO structure in universities. These two team members are expected to participate in the next IRO training workshop in May in Warsaw University of Technology.
Summary: At Shenkar College of Engineering, Design and Art, the international relations officer, Ms. Esther Wynhorst, coordinates the IRIS project and participates in all the project's activities. She works on implementing internationalization with the support of Mr. Oded Chai, the manager of the international studies, and under the sponsorship of the President. The staff training in the college is performed on a secondary level in which knowledge and practices are delivered by the IRIS team.

The Max Stern Academic College of Emek Yezreel:

WP1 – Two academic staff members from The Max Stern Academic College of Emek Yezreel, visited the University of Bristol, UK, on April 2013, for internationalization benchmarking.
WP2 – The IRIS team at The Max Stern Academic College of Emek Yezreel includes the President, the Provost, top management members, academic and administrative staff. The team members attended the workshops on internationalization strategic development in Al Qasemi Academic College of Education and in Shenkar College of Engineering, Design and Art. In addition, the President, Prof. Ariella Lowenstein, the Provost, Prof. Aliza Shenhar, and senior academic members participated in the third meeting on strategic plan development. Following the guidance by Ms. Dora Longoni and Ms. Gudron Paulsdottir from EAIE, the college had developed its strategy regarding development of internationalism capabilities and culture.
WP3 – The academic staff members of the IRIS team at The Max Stern Academic College of Emek Yezreel participated in the first and second Internationalization of the Curriculum workshops. The Head of Second Degree Program in the college presented the preliminary phases of cascading internationalization of the curriculum in the college. This team intends to attend the third and final workshop on curriculum development, which will take place in ORT Braude College of Engineering in May 2014.
WP4 – The administrative and academic staff members of the IRIS team at The Max Stern Academic College of Emek Yezreel take part in the implementation of the best practices learned during the IRO workshops. Two team members, one academic and one administrator attended the first workshop at Sapir Academic College. Two team members, one academic and one administrator attended the second workshop at the Università Cattolica del Sacro Cuore. Three team members, two academics and one administrator are planning to attend the third workshop at Warsaw University of Technology.
Summary: The mix of academics and administrators in the IRO training workshops enables the IRIS team in the Max Stern Academic College of Emek Yezreel to adapt a comprehensive process of internationalization in the campus. The staff trained includes top managers, senior and junior faculty members, and administrative staff.

ORT Hermelin Academic College of Engineering & Technology:

WP1 – The College joined the consortium after WP1 was completed.
WP2 – The President, Prof. Gady Golan and the Vice President, Dr. Arielle Horin, lead the development of the internationalization strategic plan. They attended the second and third workshops by Ms. Dora Longoni and Ms. Gudron Paulsdottir from EAIE, in which tools and techniques for strategic plan development were presented. The College hosted the third meeting on development of internationalization strategic planning.
WP3 – The academic team at ORT Hermelin Academic College of Engineering & Technology, consists of three team members, participated in the first and second Internationalization of the Curriculum workshops that were held

in Kaye Academic College of Education and in Beit Berl College. They intend to attend the third workshop in May 2014.

WP4 – The IRIS team in ORT Hermelin Academic College of Engineering & Technology, including the President, Prof. Gady Golan, attended the IRO training workshops. Two academic team members participated the first workshop in Sapir Academic College, and the President participated in the second workshop in Milano. Two academic team members are expected to attend the following workshop in Warsaw University of Technology.

Summary: The College employs very small numbers of academic and administrative staff members, therefore intends to involve most of them in the internationalization activities by developing the capabilities and competencies.

ORT Braude College of Engineering:

WP1 – The College joined the consortium after WP1 was completed.

WP2 – The College joined the consortium during the process of WP2 execution. However, Dr. Dvora Toledano-Kitai, the Head of Teaching & Learning Center participated in the workshop on internationalization pathways and opportunities that took place in Shenkar College of Engineering, Design and Art by Ms. Dora Longoni and Ms. Gudron Paulsdottir from EAIE. The President, Prof. Arie Maharshak, and the Tempus IRIS Project Manager, Dr. Vered Holzmann, participated in the meeting at ORT Hermelin Academic College of Engineering & Technology to develop the strategic plan.

WP3 – Two academic staff members participated in the first Internationalization of the Curriculum workshop at Kaye Academic College for Education, and three attended the second workshop at Beit Berl College. The third workshop on internationalization of the curriculum will be held in ORT Braude College of Engineering, thus it is planned to take this opportunity to involve and train additional academic staff members at their home institution.

WP4 – Four team members, including academics and administrators, participated in a three-day workshop at Sapir College led by Dr. Fiona Hunter. Three of these team members participated in a three-day workshop at the Università Cattolica del Sacro Cuore in Milan. The IRO training workshops, aimed to train IRO professionals, offer best practices that will be later implemented by the IRO team at the College. Three team members are expected to participate in the next IRO training workshop in May in Warsaw University of Technology.

Summary: The College recently joined the Tempus IRIS project. Nevertheless, its academic and administrative staff are involved in the project's workshops and activities to implement internationalization.

Sapir Academic College:

WP1 - Two team members of the IRIS team of Sapir Academic College participated in a study visit to the Warsaw University of Technology in Poland on June 2013, in order to experience internationalization in higher education institution.

WP2 - Two team members participated in a two-day workshop on vision, strategy and implementation, which was hosted in Al Qasemi Academic College of Education. Two of the team members participated in a two-day workshop on internationalization pathways and opportunities, which was held at Shenkar College of Engineering, Design and Art. Two team members attended a consultation meeting with Ms. Dora Longoni and Ms. Gudron Paulsdottir from EAIE. During these workshops the Sapir IRIS team has received training of how to build a strategic plan and what are the obstacles during the internationalization process at the institution.

WP3 - Three faculty members attended the first Internationalization of the Curriculum workshop at Kaye Academic College for Education, and two team members attended the second workshop at Beit Berl College and had a consultation meeting with Dr. Sheila Trahar from University of Bristol. The team was trained on the topics of why and how to internationalize the institution's existing curriculum, and how to integrate the internationalization into the institute's educational department. Two team members are expected to participate in the final workshop, planned for May 2014 in ORT Braude College of Engineering.

WP4 - The first IRO training workshop was hosted by Sapir Academic College. This workshop dealt with the procedures and challenges of the establishment of the International Relations Office and the international strategy plan in the institution. Two team members, one academic and one administrator, participated in a three-day workshop at the Università Cattolica del Sacro Cuore in Milan. The team will attend the next IRO training workshop in May in Warsaw University of Technology. During the IRO training workshops the IRIS team at Sapir Academic College received information regarding what are the responsibilities of an International Relations Office, and what are the activities that need to be performed at this office.

Additional Training: International relations internship at Viktor Frankl Hochschule, Austria – The Pädagogische Hochschule Kärnten/Viktor Frankl Hochschule institution has initiated a plan to mobile one staff member of the Sapir College Tempus (IRIS) team to Austria for a few months of an internship. During this time period, the staff member will experience the daily work at Viktor Frankl Hochschule's International Affairs office, under the auspices of Dr. Pia-Maria Rabensteiner, and will be able to develop higher international experiences in

order to develop the required skills which he will be implemented later on at Sapir Academic College. This initiation will be a kick-off for Sapir Academic College towards internationalization.
Summary: The IRIS team at Sapir Academic College is composed of academic and administrative staff. The team acts under the overall Tempus office that the College operates and the capabilities and practices attained by the team are disseminated to all their colleagues in the College.

Kaye Academic College of Education:

WP1 - Two team members of the IRIS team of Kaye Academic College of Education participated in a study visit to the Pädagogische Hochschule Kärnten/Viktor Frankl Hochschule in Austria in May 2013, for a benchmarking study visit.
WP2 - The IRIS team at Kaye Academic College of Education includes the President, faculty members and administrative staff. The team members attended the workshops on internationalization strategic development in Al Qasemi Academic College of Education and in Shenkar College of Engineering, Design and Art. In addition, the President, Prof. Lea Kozminsky, and senior academic members participated in the third meeting on strategic plan development and had a consultation meeting with Ms. Dora Longoni and Ms. Gudron Paulsdottir from EAIE. These activities trained the team to develop internationalization strategic plan. At the beginning of March 2014, during a study day in the College, the IRIS team held a workshop for faculty members on "Internationalization at Kaye College". The purpose of this workshop is dissemination among **all** faculty members and possibilities of expanding the activities of internationalization at the college.
WP3 - The College hosted the first workshop on Internationalization of the Curriculum on November 2013. The academic staff at the College participated in this workshop, supervised by Dr. Sheila Trahar from the University of Bristol. Faculty members, holding key positions at the college were invited so that they are informed and will arise interest among their team members. Two academic members attended the second workshop at Beit Berl College and two are planning to attend the third workshop at ORT Braude College of Engineering in May 2014.
WP4 - Two team members participated in a three-day workshop at Sapir College led by Dr. Fiona Hunter. Two team members, an administrator and an academic, participated in a three-day workshop at the Università Cattolica del Sacro Cuore in Milan. Two team members will participate in the next IRO training workshop in May in Warsaw University of Technology. The team was trained to develop the international office by implementing exchange programs, developing joint programs, and more.
Summary: The IRIS team at Kaye Academic College of Education includes academic and administrative staff, and is supported by the President of the college. The team further disseminates the best practices obtained in the IRIS project's workshops to all the faculty and administrative staff at the college.

Staff mobility

Please provide an outline of the staff mobility scheme and the selection criteria used for the different groups of people that participate in mobility. Please describe the activities carried out so far, how mobility activities have been organised by home institutions and how mobility helped and/or will help achieve the project's objectives. Information about how the home institutions recognise the mobility should also be provided. If unforeseen changes in your original plan occurred, indicate the type of changes and the measures taken to address them. Please also indicate the activities that you plan to carry out before the end of the project.

Introduction:

Staff mobility at the Tempus IRIS project is aimed to serve the achievement of the project objectives. Therefore, the selection criteria for the groups of people that participate in mobility is different for the European and professional expert partners and for the beneficiary Israeli partner colleges. The European and professional expert partners in the Tempus IRIS project includes the following: Centre for Higher Education Development Consult GmbH (CHE), University of Bristol (UNIVBRIS), European Foundation for Management Development (EFMD), Warsaw University of Technology (WUT), Pädagogische Hochschule Kärnten / Viktor Frankl Hochschule (PHK), Universita Carlo Cattaneo (LIUC), European Association for international Education (EAIE), Università Cattolica del Sacro Cuore (UCSC), and Tel Aviv University (TAU). In those partner institutions there are one or more experts who take active part in the Tempus IRIS and attend the consortium meetings and the relevant workshops. The beneficiary Israeli partner colleges includes the following: ORT Braude College of Engineering (OBC), Sapir Academic Collage (SAPIR), The Max Stern Academic College of Emek Yezreel (YVC), Al-Qasemi Academic College of Education (QSM), Kaye Academic College of Education (KC) Beit Berl College (BBC), Shenkar College of Engineering, Design and Art (SHENKAR), and ORT Hermelin Academic College of Engineering & Technology (OHC). In

those partner institutions the guidelines for staff mobility are to involve as many staff members as possible in the project's activities and to create teams that include both academic staff and administrative staff. Details on the staff participated in the project's activities are available in chapter "*Staff (re-)training*". Two additional Israeli partners are: the National Union of Israeli Students (NUIS) and the Council of Public Academic Colleges (VARAM), which are aimed to disseminate the project's results among their networks, thus have a representative in the IRIS Project meetings.

Consortium meetings:

There have been two consortium meetings at the IRIS project. In each one of those meetings the time was divided between coordination and administration sessions and professional lectures on internationalization. The staff mobility scheme of the Tempus IRIS planned for two members of each partner institution (except UNIVBRIS and EFMD, which were planned for one member) based on the professional's expertise in internationalization, pedagogical expertise, or the planned role in the institution with regard to implementing internationalization. Each institution was responsible to select its representatives for each mobility, and each staff member was authorized by the institution to travel. Some of the institutions managed to send more than three staff members to the meetings within the budget limitations, and some of them decided to rotate the IRIS representatives, because it was important for them to enable several staff members to take part in the project. In addition, due to the organizational changes in the IRIS consortium, there are two cases of two institutions that have to use one mobility planned budget (LIUC and UCSC; OBC and OHC), thus in some meetings only one staff member attended.

The first consortium meeting was held in Holon Institute of Technology, Israel. The second consortium meeting was planned to be held in Centre for Higher Education Development Consult GmbH, Germany. However, this partner institution does not have the facilities to host all the project partners. Hence, the project management asked for higher education institutions' assistance and the meeting was hosted by the Technische Universität in Berlin, Germany although the institution is not part of the IRIS consortium. Additional details are available in chapter "*Overall Achievements*".

Additional two consortium meetings are planned before the end of the project. The third consortium meeting was planned to be hosted by the European Association for international Education in the Netherlands. But, this partner institution does not have the facilities to host all the project partners. Although the EAIE organizes an international conference in Prague this year, the IRIS was not allowed to have its consortium meeting in this occasion because there are no Czech Republic partner in the consortium. Thus, the third IRIS consortium meeting will be held in Warsaw University of Technology, Poland on 20-22 September, 2014. The final consortium meeting of the IRIS project is planned for August 2015 in Pädagogische Hochschule Kärnten / Viktor Frankl Hochschule, Austria.

Benchmarking Study Visits:

The benchmarking workshops, which were planned to take place in Sapir Academic Collage and in The Max Stern Academic College of Emek Yezreel, Israel, were transformed to Israeli college partners' study visits in European partners' international offices. Two or three staff members from each one of the partner colleges visited one European partner university for two days. Three staff members from Holon Institute of Technology visited Universita Carlo Cattaneo in Italy in April 2013. Two staff members from Sapir Academic Collage and two staff members from Shenkar College of Engineering, Design and Art visited Warsaw University of Technology in Poland in June 2013. Two staff members from The Max Stern Academic College of Emek Yezreel visited the University of Bristol, UK, in April 2013 and three staff members from Al-Qasemi Academic College of Education visited the University of Bristol, UK, in May 2013. Two staff members from Kaye Academic College of Education and three staff members from Beit Berl College visited Pädagogische Hochschule Kärnten / Viktor Frankl Hochschule in Austria in May 2013.

In order to serve the achievements of the project's objectives the following guidelines for preparing the study visits were distributed to the hosting institutions: Day 1 includes an **Introduction meeting**: learning about the hosting institute, its history and fields of study, (if possible, meeting with the top management of the institute); introducing the visiting institute, the current state of international activity in the institute and vision for future activities. **University tour**: visiting the campus, departments, library, and administrative offices; The Israeli representatives will have the opportunity to explore and experience the atmosphere of the hosting university; **International Relations Office**: visiting the International Relations Office. Meeting the head of the IRO and the management team; the hosting university's IRO will present its portfolio, activities, and program for the coming year. Day 2 includes **Administrative Staff**: Meeting the relevant stakeholders in the university administration to understand their role in the international activity; **Students**: Meeting a group of students who are active in international activities, including the hosting university students and foreign students from universities abroad; **Academic Staff**: Meeting several

faculty members who took part in developing international aspects in the curricula, initiating collaboration with other institutes, etc. **Summary meeting**. This was suggested only a recommended agenda. The hosting institutions had the liberty to suggest any other activities or meetings that are relevant to their institution and present their vision of internationalization.

Professional Workshops:

The IRIS project scope includes three major sets of professional workshops: (1) development of internationalization strategic plans; (2) development of the internationalization of the curriculum; and (3) development of international relations offices. The staff members that participated in those workshops are described in chapter "*Staff (re)training*" and the contribution to the project's goals is described in details in chapter "*Overall Achievements*".

Internationalization Strategic Planning Workshops:

The 1st workshop was held on 19-20 June, 2013, in Al Qasemi Academic College of Education, Israel.

The 2nd workshop was held on 27-28 August, 2013, in Shenkar College of Engineering, Design and Art, Israel.

The 3rd workshop was held on 4-5 December, 2013, in ORT Hermelin Academic College of Engineering & Technology, Israel.

The participants in all three meetings were top managers and academic and administrative staff members from the participating colleges and Ms. Dora Longoni and Ms. Gudron Paulsdottir from European Association for international Education in the Netherlands.

Internationalization of the Curriculum Workshops:

The 1st workshop was held on 18-19 November, 2013 in Kaye Academic College of Education, Israel.

The 2nd workshop was held on 28-30 January, 2014 in Beit Berl College, Israel.

The 3rd workshop will be held on 26-28 May, 2014, in ORT Braude college of Engineering, Israel.

The 4th workshop that was planned within the scope of internationalization of the curriculum was cancelled and the content that was planned for this workshop was delivered during the two first workshops.

The participants in all three meetings are academic staff members and administrative staff from the participating colleges and Dr. Sheila Trahar from University of Bristol in the UK.

International Relations Office Training Workshops:

The 1st workshop was held on 3-5 February, 2014 in Sapir Academic College, Israel.

The 2nd workshop was held on 3-5 March, 2014 in Università Cattolica del Sacro Cuore, Italy.

The 3rd workshop will be held on 20-22 May, 2014, in Warsaw University of Technology, Poland.

The 4th workshop will be held on 3-7 November, 2014, in Pädagogische Hochschule Kärnten / Viktor Frankl Hochschule, Austria.

The 5th workshop will be held on 2-4 February, 2015, in The Max Stern Academic College of Emek Yezreel, Israel.

The participants in all five meetings are administrative staff and academic staff members from the participating colleges and Dr. Fiona Hunter, from Università Cattolica del Sacro Cuore, Italy, Dr. Marek Polak and Dr. Roman Podraza from Warsaw University of Technology, Poland, and Dr. Pia-Maria Rabenstener and Dr. Elfriede Koschina or Ms. Andriana Mylchuk from Pädagogische Hochschule Kärnten / Viktor Frankl Hochschule, Austria.

On Site Visits:

WP5 – pilot IRO activities includes two study visits and a summary meeting by the professional experts in the participating colleges to mentor implementation of internationalization in the Israeli partner colleges. The visits are planned to take place in Israel during 2015, subsequent to the IRO workshops.

The participants in these meetings will be Dr. Fiona Hunter, from Università Cattolica del Sacro Cuore, Italy, Dr. Marek Polak and Dr. Roman Podraza from Warsaw University of Technology, Poland, and Dr. Pia-Maria Rabenstener and Dr. Elfriede Koschina or Ms. Andriana Mylchuk from Pädagogische Hochschule Kärnten / Viktor Frankl Hochschule, Austria.

International & National Conference:

An international conference on internationalization is planned to be organized by Beit Berl College and the European Foundation for Management Development (EFMD) and to take place in Belgium in summer 2015. All nineteen Tempus IRIS project partners are intended to attend the conference.

In addition, a national conference on internationalization in Higher Education Institutions is planned for 2015. The conference will be organized by Beit Berl College and the project current coordinator, ORT Braude College of Engineering, which will also host the conference. All the Israeli Tempus IRIS project partners are intended to attend the national conference.

Dissemination & Sustainability Meetings:

Although not planned in the IRIS work plan, two additional meetings on dissemination and on sustainability are integrated into the actual project work plan. The dissemination meeting took place on 19 March 2014 in Beit Berl College, the leader of WP7 – dissemination. The partner colleges, except Al Qasemi Academic College of Education and Shenkar College of Engineering, Design and Art participated in this meeting, which was aimed to discuss dissemination options in general and the production of IRIS film (see more details in chapter "*Dissemination*") in particular. The meeting to discuss sustainability will be in Sapir Academic College, the leader of WP8 – exploitation & sustainability during summer 2015.

Additional individual mobility activities related to dissemination of the IRIS project in international conferences within the countries of IRIS's consortium are promoted. The scheme for this mobility is that each request is reviewed individually by the coordinator in order to make sure that the presentation at the conference is directly related to the IRIS program and results.

Student mobility

Please provide an outline of the student mobility scheme and the selection criteria for the different groups of students that participate in mobility. Please describe the activities carried out so far, how mobility activities have been organised by home institutions and how mobility helped and/or will help achieve the project's objectives. Information about how the home institutions recognise the mobility (credit transfer, double diploma, diploma supplement, etc.) should also be provided. If unforeseen changes in your original plan occurred, indicate the type of changes and the measures taken to address them. Please also indicate the activities that you plan to carry out before the end of the project. If this section is not relevant for your project, please write 'Not Applicable'.

Not Applicable

Academic co-ordination and administrative management

Please describe how the division of labour is managed between the various beneficiaries, for both academic co-ordination and administrative management. Particular attention should be paid to the description of how this division of labour is managed in areas such as communication and the decision-making process used. Please also describe how day-to-day project activities are managed, indicating what kind of administrative support or other support you have received from the beneficiaries (institutions). If you encountered difficulties related to the management of the project, please indicate the type of problems and the solutions found to address them.

Introduction:

Tempus IRIS project experienced several major organizational changes (see details in chapter "*Obstacles and shortcomings*") that have affected its academic coordination and administrative management. The following sections review the management of labour in the IRIS project and the related supporting processes in the partner institutions.

Beit Berl College (BBC):

The team at BBC consists of fifteen members of which ten members are academic staff and five are administrative staff. The project is led by a coordinator, two academic members and two high management administrative members from inception to completion. The remaining members have been assigned to lead and to take part in the work in the different WPs. In the last few months two members of the academic staff in the project left, and were replaced by two other academic staff. An administrative staff member joined the project. Effective October 1st, 2013, Prof. Amos Hoffman was replaced by Dr. Amira Meir, who will coordinate BBC IRIS team's work in the project from that point on. The President, Prof. Tamar Ariav, and the Vice President for Academic Affairs, Prof. Amos Hoffman, are both very involved in the project. For each work package of the IRIS project the college had appointed a senior faculty member or a senior administrative staff member to lead its implementation within the college. Moreover, the team has many meetings in which they discuss the preferred way to make progress in the project. Thus, the processes are managed top down as well as a bottom up process. The college initiated and hosted the dissemination meeting, and

hosted the second workshop on internationalization of the curriculum. In addition, the college communicates with the project manager and with the project partners, in Israel and in Europe, to develop dissemination tools and materials.

Centre for Higher Education Development Consult GmbH (CHE):

The organization is responsible for the quality assurance (QA) of the IRIS project. As far as the QA tasks are concerned, the QA team is communicating on regular basis with the project manager and respective WP leaders to evaluate project events, monitor project deliverables, conduct evaluation surveys and assess the quality and outcomes of project activities and their impact on participants' knowledge, skills and attitudes. The prepared evaluation tools (surveys and questionnaires) are prepared in cooperation with the project manager and respective WP leader and handed over to the workshop organizers before the workshop. The questionnaires filled by participants are collected and sent to the QA team which analyses the results and drafts a report on the workshop's evaluation results as soon as they receive the data. The project manager and the WP leader (workshop organizer) provide comments to the report before distribution and publication.

European Association for international Education (EAIE):

The EAIE project team includes one main contact person from the EAIE Office, Ms. Ruth Graf, who continues to coordinate all aspects with the project leader, the project consortium as well as the EAIE stakeholders involved. The two EAIE experts, Ms. Dora Longoni and Ms. Ms. Gudron Paulsdottir that are involved in the association's activities as trainers as well as leadership functions have been contributing to all activities of WP2. In the next months the EAIE will continue to coordinate WP2 and finalise all aspects and deliverables of internationalization strategic plan with the relevant project partners. Moreover, the EAIE will contribute to various dissemination activities (the sessions at the EAIE conference in particular – for details see chapter "*dissemination*") and general aspects of project management.

European Foundation for Management Development (EFMD):

ESMU (European Centre for Strategic Management of Universities) as the initial partner of the IRIS project attended the project kick-off meeting, which took place on 18-19 February 2013 in Tel-Aviv. As of 1 April 2013 some of the ESMU activities were taken over by EFMD, which officially replaced ESMU in the IRIS consortium. An EFMD representative participated in the second consortium meeting, which took place on 21-23 October 2013 in Berlin. The IRIS project was introduced to the EFMD staff and board during the respective meetings and included in the Projects section of the EFMD update, which is presented at all EFMD conferences. Information about the IRIS progress and accomplishments is regularly provided to the EFMD staff through the internal communication news brief "Good to Know". EFMD contributed to the Dissemination workshop, which took place on 19 March 2014, by suggesting a general framework of the EFMD communication channels that can be used for IRIS dissemination by the end of the project and beyond.

Kaye Academic College of Education (KC):

At KC, the Tempus IRIS team is warmly supported by the College President, Prof. Lea Kozminsky, and there are good working relations and cooperation with the academic and administrative staff. The IRIS project is coordinated in the college by Dr. Riva Levenchuk, the Head of the International Relations Department and the team includes several additional senior academic staff. The team has received support in developing the strategic plan and in dissemination of internationalization at the college. Meetings with the college President are held on a regular basis. Materials are being developed by IRIS team, such as reports, questionnaires, and programs for various activities to promote internationalization. These materials are being discussed online, in between the meetings and decisions are made at the meetings with the President. The college hosted the first workshop for internationalization of the curriculum, ran a workshop on internationalization for faculty members, and held a national conference in partnership with UNESCO and the MOFET Institute on multiculturalism which was well attended by educators from various academic institutions in Israel as well as a delegation of academics from Georgia.

Universita Carlo Cattaneo (LIUC):

The university staff was involved at the preliminary stages of the IRIS project, but decreased its level of involvement due to the organizational changes. Administrative management processes are handled through communication with the project manager.

National Union of Israeli Students (NUIS):

The national union of Israeli students participated in the consortium meetings and assists in disseminating the project and its results among the students in the higher education institutions in Israel. The organization experienced

exchange of personnel, which caused difficulties in following the original project proposal. However, there is a project coordinator in the organization that communicates with the project manager on a regular basis.

ORT Hermelin Academic College of Engineering & Technology (OHC):
The IRIS team at OHC includes the President and the Vice President, who participate in the project's meetings and workshops. Additional academic staff members take part in the project. Prof. Gady Golan, the ex-President of Holon Institute of Technology is informed about any action that occurred in the project.

Pädagogische Hochschule Kärnten / Viktor Frankl Hochschule (PHK/UCTE):
The IRIS project is coordinated by Dr. Pia-Maria Rabenstener, the Head of Office for International Relations. The team at PHK maintains communication and cooperation with the project manager and other Israeli partners via Skype, email, and phone calls, in addition to participation in the consortium meetings and professional workshops. PHK distributed information about IRIS project to international staff members at the 7th International Meeting (4-8 November, 2013) and to all local students and staff members at the PHK/UCTE on the Erasmus-Information-Day (spring term 2014), invited an Israeli colleague (participating institution within the IRIS project) as a key-speaker at the 7th International Meeting (4-8 Nov, 2013). The team in PHK prepared the IRO workshop within WP4 that should have taken place in February 2014 at the PHK/UCTE. Meetings with rector´s office, all heads departments, all teachers, all students and the administration staff as well as local school politicians, two schools (primary school and secondary school) with whom the IRO cooperates and where observations should have been held (February 2014) have been informed about this meeting and which has been postponed to November 2014. The team works in cooperation with the leader of WP4 and with the project manager with regard to IRO workshops. It also promotes institutional bilateral agreements with Israeli partner colleges (Al-Qasemi Academy-Academic College for Education and The Max Stern Yezreel Valley College).

Al Qasemi Academic College of Education (QSM): Dr. Dalia Fadila manages the Tempus IRIS project at Al Qasemi. Previously Rector or the Education College and currently President of Engineering College at Al Qasemi yet still faculty member of the Education College and coordination of International Affair. This change has caused coordination problems although the IRIS coordinator in the College engages the Al Qasemi board of trustees who supports the project and involves additional members, including Dr. Wassim Barria, Biotechnology Head of Department, who will join the next workshops.

Sapir Academic Collage (SAPIR):
The Tempus team in SAPIR includes several stakeholders that are involved in some tempus projects. The IRIS team operates in close relationships with the faculty of marketing technology, where the first stages of internationalization will be implemented. The team members participate in the IRIS meetings and communicates with the project manager with regard to administrative issues and with some of the European partners with regard to agreements and exchange programs. The college hosted the first workshop on international relations office training with exceptional welcoming gestures that created an enjoyable environment for networking.

Shenkar College of Engineering, Design and Art (SHENKAR):
The project is managed in Shenkar by Ms. Esther Wynhorst, the international coordinator, who participates in all aspects of the project. Additional support is given by Oded Chai, the head of the international office who participates in the study visits and the setting up of the strategic plan and implementation plan. All the legal issues and financial issues are dealt with through the Tempus coordinator in Shenkar, Ms. Tami Warschavski. The college hosted the second workshop on strategic planning.

Tel Aviv University (TAU):
The representative of the IRIS project in TAU is Dr. Miri Yemini from the Faculty of Education. The research authority of the university supports the administrative management aspects.

University of Bristol (UNIVBRIS):
The representative of the IRIS project in University of Bristol is Dr. Sheila Trahar, who participated in the project consortium meetings and organized the workshops on internationalization of the curriculum. Dr. Trahar works with the project manager and the hosting institutions to develop the program of the workshops and with the project manager and the QA team to develop the assessment tools. In addition, Dr. Trahar communicated with some of the partner colleges for consultation and assistance in finding relevant aspects to develop the curriculum. The research authority of the university supports the administrative management aspects of the IRIS project.

Council of Public Academic Colleges (VARAM):
VARAM, as an NGO, operates with a limited number of staff members. The project is coordinated by the organization's coordinator who works with the support of the chairman of the Executive Committee. The team at VARAM distributes information about the IRIS's activities to other members of the council, participates in the project's meetings and communicates with the project manager.

Warsaw University of Technology (WUT):
The IRIS project is coordinated, realized and administered at WUT by the team as follows: Dr. Marek Polak, Chief Specialist at the Centre for International Cooperation, Contact Person and IRIS, Project Manager on behalf of WUT, implementation of WP5, support to other WPs; Mr. Lukasz Wojdyga, Acting Director of the Centre for International Cooperation, implementation of WP5; Prof. Dr. Roman Podraza, the Faculty of Electronics and IT, implementation of WP5; Mrs. Urszula Tarnowska, IRIS Project Administrator; Mrs. Edyta Kołacińska, Chief Accountant at the Centre for International Cooperation, project accounts; Ms. Agata Wierzbinska, Dissemination activities and organizational /logistic support. The team at WUT contributes to the project by hosting the third workshop on international relations office training and in addition will host the third consortium meeting. The project coordinator at WUT communicates with the WP leaders to provide support as required at different stages of the project.

The Max Stern Academic College of Emek Yezreel (YVC): The core IRIS team has been composed of: Prof. Helena Desivilya (chair of MA program in organizational development and consulting), who serves as the YVC project manager, Dr. Frida Simonstein (a faculty member at the department of Health Systems Administration), designated as the future director of IRO (if established) is in charge of the overall dissemination activities (as a member of team established by the leader of this WP at Beit Berl College) as well as the internal activities (upgrading the YVC website and maintaining contacts with department chairs) and monitoring the academic faculty's needs concerning international research needs, and Mr. Felix Nagar (the manager of research authority) who serves in the administrative capacity. Prof. Ariela Lowenstein, the college president, provides an ongoing support to the team. In order to promote IRIS related activities at YVC, recently the IRIS team was extended by forming a Steering Committee; the college provost, the head of research authority, the students' dean, the head of the English department and the chair of Information Systems Management department joined the Iris team. The new structure allows drawing specific action plans in both the research and education domains.

Summary:

The IRIS project is coordinated and managed by Dr. Vered Holzmann who was a faculty member at Holon Institute of Technology and currently works at ORT Braude College. The Tempus IRIS values and principles were presented at the first consortium meeting and are as follows: Cooperation & Collaboration, Full disclosure, Open Communication, Responsibility, and Plan & Control. These values enable the project to be managed in a collaborative and supportive environment, which is a critical success factor. Although the project experienced major changes and challenges, it is still managed in an open atmosphere where the partners are aware to the situation and the difficulties. Decisions are made by presenting the issue at hand to the partners, discussing options and making a decision by consensus.
The participating institutions are encouraged to enlarge the network of involved staff, academic and administrative. Presidents and top managers involvement in the project is supported by the coordinator. In addition, the project manager welcomes guests who are interested in internationalization, such as the partner colleges at the council of public academic colleges, the Tempus office in Israel and the Bologna Center employees at Ben Gurion University, to take part in the project activities.
In order to promote collaboration, the project partners are informed periodically by a newsletter, additional updates are made by telephone and Skype conversations, and all the information is available on the project website. Administrative and financial reporting is reviewed periodically and each one of the partners receives a detailed review with recommendations for improvements.

Equipment
Please outline the equipment purchased, explain where the equipment has been installed, who will benefit from it and have access to it and plans for future maintenance. Please also describe the activities that you plan to carry out before the end of the project, in relation to the equipment purchased/installed. If unforeseen changes in your original plan occurred, indicate the type of changes and the measures taken to address them. If this entry is not relevant for your project, please write 'Not Applicable'.

Introduction:

The project plan of Tempus IRIS project allows each one of the partner colleges to purchase equipment for the international relation offices. Some of the colleges already purchased the equipment while others will do that on a later stage of the project. Following is a summary of the purchased equipment classified by colleges.

Beit Berl College:
3 computers are installed in the offices serving the IRIS team.
1 portable laptop was purchased for the use of the team in documentation and work on the IRIS project while out of the office.
1 digital camera and 1 video camera were purchased for IRIS activities of dissemination and documentation.
1 "barco", i.e., a computer extension for projecting of material at team meetings and presentations was used during the IRIS meetings at the college.

Kaye Academic College of Education:
2 computers and monitors are installed at the international relations office for the use of the IRIS team.
Additional procurement will be done due to requirements, according to the available budget.

Al Qasemi Academic College of Education:
1 computer with 1 external hard disk and 1 integrated laser printer and tonner were purchased and installed in the international relations office for the use of the IRIS team.
1 projector was installed at the meeting room and used during the IRIS workshop at the college.

The Max Stern Academic College of Emek Yezreel:
2 portable laptops were purchased for the use of the IRIS team while out of the office.

Sapir Academic College, Shenkar College of Engineering, Design and Art, ORT Hermelin Academic College of Engineering & Technology and ORT Braude College of Engineering had not yet used the budget for equipment procurement. The colleges will use the budget to buy computers and electronic devices for the international relations offices.

Dissemination

Please describe what has been done to disseminate the results of the activities carried out to date, both within the framework of the project and outside the project. In particular, you should refer to the definition of tasks and the dissemination channels used to make the project results available to larger beneficiary groups. If a web site for the project has been created, please provide the address. If there have been any unexpected positive secondary effects from project activities, please describe them in this section. Please indicate any change which occurred in comparison with the original plans for dissemination and the activities you plan to carry out before the end of the project, to disseminate the project results.

Introduction:

The Tempus IRIS dissemination is coordinated by WP7 leader, Beit Berl College, together with the project manager and all the project partners. Dissemination is managed within the framework of the project, including a portal, newsletters, publications, and internal seminars and meetings, and is managed beyond the project by papers, conferences, and more. The following sections describe the dissemination activities and results that have been achieved to date and dissemination activities that are planned to be carried out before the end of the project.

Dissemination Plan:

Beit Berl College, the leader of work package dissemination, presented the IRIS dissemination plan at the 1st consortium meeting, which took place in Israel in February 2013, and presented the updated plan at the 2nd consortium meeting, which took place in Berlin in October 2013. These presentations were used to lay the conceptual ground of a dissemination plan and to discuss who the audiences of the project and its results are and which communication media channels will be the most effective. The target audience was classified into 4 groups: within institutions (faculty, students and administrative staff), across all Israeli and European partners, on a national level (policy makers. Government institutions, and higher education agents), and on the international level (higher education policy makers). The available methods of dissemination are: print media, press release, documentation of progress and outcomes, seminars, conferences and forums, networking activities and social media. It is agreed by all the partners of the IRIS project that a variety of dissemination channels will be used. However, as the project started

the team had many deliberations regarding the ultimate activity that should be performed within the scope of this work package. The first option was to print brochures and flyers or to produce advertising products such as pens with logo of IRIS. Another option was to open a Facebook page that will provide information for students and staff members. An additional option was to conduct internal seminars in each one of the participating colleges. Although all these dissemination channels were and are carried out in the IRIS project, the team came to the conclusion that the ultimate deliverable of WP7 will be a short film about the activities of the colleges which are taking part in the project. This activity was not planned in the project proposal, but the team agreed that it will address several audiences in an innovative and effective way, thus special efforts are applied to produce this dissemination deliverable, in addition to the traditional dissemination deliverables.

The Tempus IRIS Portal (http://www.hit.ac.il/sites/en/iris):

As described in chapter "*Overall achievements*", the project website was developed and launched by the IRIS team at Holon Institute of Technology. The portal is available in English and in Hebrew. It serves as the project communication center to facilitate collaborative work, to disseminate information and knowledge, and to archive all the materials that are created by the partners. The portal has an open public area that can be accessed with no restrictions and a secured area that can be accessed only by username and password. The information on the project website is organized by the following headers: Home page, About IRIS, The Partners, News & Events, Assets, Administration, and Publications.

The IRIS partners have in their institutions' websites, specific webpages devoted to the IRIS project, which also refer to the IRIS website. Several examples include:
EFMD: https://www.efmd.org/index.php?option=com_content&view=article&id=326:iris-fostering-academic-international-relations-in-israeli-colleges&catid=125:current-projects&Itemid=1232,
BBC: http://www.beitberl.ac.il/about/news/Pages/TempusIRIS.aspx,
PHK: http://www.ph-kaernten.ac.at/internationales/tempus-iris/,
Shenkar: http://www.ph-kaernten.ac.at/internationales/tempus-iris/,
WUT: www.cwm.pw.edu.pl,
Sapir: http://college.sapir.ac.il/sapir/PRcommunicates/270214_IRIS/270214_IRIS.html,

Newsletter:

The IRIS management has launched a project newsletter that reports on the ongoing activities periodically. Dr. Vered Holzmann edits the newsletter, based on the information received from the project partners. As described in chapter "*Overall achievements*" each newsletter incudes an introduction, a review of the tasks completed and/or the events performed, an information about the next events: programs and practical information, and a concluding section of "share with us . . . " that presents relevant information, links, and updates. The newsletter is published on a standard template that includes the tempus IRIS logo and language.

Six volumes were disseminated in the last six months as follows: volume #1 - 03/11/2013, volume #2 - 28/11/2013, volume #3 – 13/12/2013, volume #4 – 27/1/2014, volume #5 – 21/2/2014, volume #6 – 15/3/2014. The newsletter is distributed to a mailing list of more than 110 people, including stakeholders active in the IRIS project and others, at the external circles of the project and the participating institutions.

Brochures and Flyers:

As described in chapter "*Overall achievements*", at the beginning of the project, the IRIS management team published a project info book that includes information about the project and the partners. This info book was distributed to the partners at the 1st consortium meeting. Currently, after one and a half years and due to the changes in the IRIS consortium, an updated version of the info book is edited and prepared to be printed and distributed to the partners and other stakeholders. Additional printing materials that describe the internationalization options in each one of the partner colleges are in the process of preparation. The aim is to prepare a concise booklet that includes a brief description of the Tempus IRIS project and one page for each one of the colleges in which the opportunities for collaboration will be presented with contact details for further communications. This booklet will be distributed by the IRIS partners in international conferences that are planned in the near future (see details below, in subsection "*conferences*"). The National Union of Israeli Students (NUIS) will help to disseminate the project among the students and students' unions at the higher education institutions, by using the IRIS brochures and flyers.

Internal Seminars:

The IRIS work plan refers to internal seminars that will be held in each one of the participating colleges, devoted to specific aspects of internationalization. Each one of the colleges has developed a program to disseminate internationalization in the campus. Some examples include the following.

Kaye Academic College of Education disseminates internationalization at the college by attracting key position holders and faculty members to participate in the IRIS workshop on "Internationalization of the Curriculum", hold at the Kaye College and by involving faculty members in the workshop "Internationalization at the College- why and how", focused on brainstorming and looking into the possibilities of implementing internationalization in the curriculum and promoting collaboration in professional development of faculty members.

ORT Braude College of Engineering held a meeting with top management to present the rational of Tempus IRIS project, its components, work plan, and the expected benefits to the college. Within the department councils, internal meetings and seminars will be held to involve faculty staff with the IRIS activities. In addition, the college's newsletter provides information on the project progress.

The Max Stern Yezreel Valley College has hitherto carried out several dissemination activities, by and large directed at the academic staff: (1) focus groups conducted with academic staff designed to assess their perceptions and needs concerning internationalization; (2) presentation of the findings of the students' survey and faculty focus groups at the research fair; (3) periodic updates with regard to the IRIS project development through the faculty newsletter and e-mail announcements by the YVC project manager (4) recently updated faculty international relations questionnaire. Future dissemination activities will be carried out through contact with department chairs, YVC website updates to both academic, administrative staff as well as students.

Sapir Academic College has divided the dissemination process into three main target audiences: (1) Faculty and management, (2) potential students, and (3) potential partner institutions. Faculty and Management dissemination plan includes personal meetings with senior managerial staff, in order to expose them to the IRIS project activities towards internationalization in Sapir College, and to harness them to the project main idea, vision and mission. The core stakeholders are the President, Technological Marketing Head of department, Social Work Head of department, and the Law school Head of department. In addition, recruitment of specific lecturers who can transform relevant courses toward internationalization of the curriculum. These lecturers will also be part of the mentoring program (see details in chapter "*Sustainability*"). Potential students' dissemination plan includes a presentation by the IRIS team during the Open Day in Sapir College on March 2nd, 2014. By presenting these activities, the Sapir College has disseminate the new spirit of internationalization and gets the potential students attention that Sapir College is doing the best in order to provide its students a modern and global training for today's labor market. Future activities will include an eestablishment of an Internal IRIS website which will be used as a foundation to Sapir's Internationalization Body of Knowledge management, development of Sapir College English website, which will mirror the existing (Hebrew) College website for foreign students who show interest and want to study at Sapir College, and for potential partners institutions which may would like to establish bilateral agreements with the College, and an establishment of social networks (Facebook and Twitter) that will maintain a community of students that already study or would like to study at Sapir College.

IRIS national and international conferences:

The IRIS work plan includes a national conference on internationalization, which will be held in Israel, and an international conference, which will be held in Belgium. The **IRIS National Conference** will be organized by Beit Berl College and ORT Braude College of Engineering, which will host the conference in the Galilee during 2015. The conference will present internationalization in higher education institutions in Israel, with a special attention to the project's results and outcomes. Currently, the detailed agenda is not yet defined.

The **IRIS International Conference** will be hosted by EFMD and will held in Belgium during the last quarter of 2015. In this conference, each one of the partners of the IRIS project will have an opportunity to present the institution and the internationalization activities in it, and to initiate collaboration with partner institutions. The organizers will publish "call for paper" to present internationalization related research studies and case studies. Currently, the detailed program is not yet defined.

The IRIS Movie:

On March 19, 2014, all the Israeli partners (except Shenkar College of Engineering, Design and Art and Al-Qasemi Academic College of Education, who did not arrive at the very last moment) gathered in Beit Berl College, the leader of WP7 – dissemination, to discuss content, focus and approaches to the production of an IRIS Film. This gathering consisted of presentation by a professional who specializes in dissemination products; a representative from each college reported on the dissemination activities which took place in the college. Moreover, a round-table took place so as to agree on ideas and content by all partners. Following is a detailed explanation of the IRIS team to expand the dissemination plan in order to include up-to-date tools and techniques that will be relevant for staff and students.

Content of the movie: The movie's content will emphasize the following points: (1) It will Show the concept of internationalization through interviews with leaders, staff, students and key officers in partner-colleges; (2) Video

recording of international conferences which took place in Israel, faculty research activities, interviews with students who came for a semester abroad; (3) The film materials will be collected from the archive of each college-partner; (4) The film will be led by Beit Berl college, but in partnership and collaboration with all other college-partners. All partners will be asked to formulate 3-4 messages transferred to the film; (5) In addition to the master film, every college-partner will be able to incorporate additional piece to refine its uniqueness on the subject matter; (6) The film's narration will be in three languages: English, Hebrew, and Arabic. The movie uses contemporary technology, and animation, respectively with their needs and interests.

The expected outcome of the movie is to promote the idea of internationalization of higher education, in particular in colleges in Israel, and eventually also in the Israeli education system in Israel in general.

Expected costs: The budget for producing the movie will be allocated from WP 7 (Dissemination) of the project. It is estimated at the value of €6,500 out of the €8,000 that is allocated to the project's overall dissemination. The remaining budget of €1,500 will be used for printing brochures, booklets, and other related expenses. However, since all costs are not final, this is only a preliminary budget proposal.

The Process: A meeting was scheduled for March 2014 in Beit Berl College to discuss the form and content of the movie with all the partner colleges: Kaye Academic College of Education, ORT Braude College of Engineering, ORT Hermelin Academic College of Engineering & Technology, Al-Qasemi Academic College of Education, Sapir Academic Collage, Shenkar College of Engineering, Design and Art, The Max Stern Academic College of Emek Yezreel, as well as the other Israeli partners. During the meeting, the major messages that the colleges wish to convey were discussed and agreed upon. The movie will be about 6-7 minutes long, and it will be produced with the help of undergraduate students from the departments of Cinema, Television, or Visual Communications. A steering committee was established to prepare a call for offers to be distributed to students and faculty members from the participating institutions. The timeline for production is as follows: by April 2014 distributing the call for offers; by May 2014 choosing the producers; by September 2014 having the first version of the film; by October 2014 having the final version of the film.

Implementation modalities: The movie will enjoy an open access, and will be published on YouTube, and in any other digital format, as will be agreed upon with the partners. The film will be presented in meetings of stakeholders, and will serve as a vehicle to distribute the knowledge gained in the project. It will be designed to influence policy makers outside the colleges, so as faculty, and students. Hence, it will help the directors of the project and its partners in spreading the idea of internationalization in the future. Furthermore, the film will be introduced during open days, college's marketing activities, and will also be introduced to the academic community.

The contract for the generic part will be signed between Beit Berl College and the producer. Any partner college that would like to add a specific part about internationalization at the college, will have to sign a separate contract with the producer.

Dissemination Beyond the project:

The following activities have been carried out to disseminate the results of the IRIS project beyond the framework of the project.

International Conferences:

The **European Association for International Education (EAIE)** has started arranging a conference session on the IRIS project during EAIE's Annual conference in Prague in September 2014. The EAIE will continue to contribute to the dissemination of the project results through its various dissemination channels such as sessions at EAIE Conference, Information on website & newsletter; contributions of to various EAIE publication such as the Internationalization handbook. EAIE's Annual Conference is the largest international education conference in Europe and attracts over 4,000 participants (http://www.eaie.org/home/conference/prague.html). EAIE has scheduled a 60-min session on the IRIS project during EAIE's upcoming conference in September 2014 in Prague, Czech Republic. The session will not only highlight IRIS project, but also be an opportunity to promote HE in Israel to the conference audience.

The **European Foundation for Management Development (EFMD)** will take advantage of their events and communication channels in order to disseminate information about IRIS. The list of events includes the EFMD Annual Conference with more than 400 senior administrators from Business Schools and company representatives worldwide, EFMD Deans and Director meeting for about 300 deans of Business Schools, EFMD Conference for International, External and Corporate Relations, PR, Marketing, Communication and Alumni Professionals for about 100 professionals from Business Schools, mostly European, and more opportunities. The IRIS project is included in the Projects section of the EFMD update, which is presented at all EFMD conferences.

The Office for International Affairs at **Pädagogische Hochschule Kärnten / Viktor Frankl Hochschule (PHK/ UCTE)** organizes an International Meeting in November 2014. The 8th International Meeting will take place from 3 till 7 November, 2014. Tempus IRIS partners from Israel will attend the meeting, as part of WP4 workshops to get acquainted in practice with PHK/UCTE internationalization strategies and to get to know how the IRO is networking, developing, fostering, maintaining and strengthening international contacts to international partners.

Prof. Helena Desivilya, Dr. Frida Simonstein and Prof. Ariela Lowenstein from the **Max Stern Academic College of Emek Yezreel** presented the paper "Towards internationalization of a public college in the context of diversity and social complexity: extant road posts on the journey" under the theme "Higher Education Globalization and Internationalization" at The International Conference on Higher Education 2014, Tel-Aviv, Israel, March 16-19 (http://www.ortra.com/events/iche2014/Home.aspx).

National Conferences:

Tempus IRIS Project was presented at the National Conference: "Encounters in Education: between Culture and Pedagogy" organized by Kaye Academic College in partnership with UNESCO and the MOFET Institute

Publications & Papers:

As described in chapter "*Overall achievements*", **Dr. Sheila Trahar, from the University of Bristol**, the leader of WP3 has written a publication on internationalization of the curriculum: concepts and working practices. Copies of the publication were distributed to the partners, and they distributed the publication within and outside their institutions. The publication was translated into Hebrew and Arabic and is available in three languages on the Tempus IRIS website

Dr. Miri Yemini form Tel Aviv University published a paper (in Hebrew) on internationalization trends in the Israeli education system. The paper was published by The Taub Center for Social Policy Studies in Israel: http://taubcenter.org.il/tauborgilwp/wp-content/uploads/H2014.01-Internationalization-of-Education.pdf

The IRIS project was presented to professionals of higher education in Israel (Bashaar forum, department seminars at TAU: http://www.neaman.org.il/en/) and the results of the IRIS surveys were disseminated also through Taub policy paper, (http://taubcenter.org.il/tauborgilwp/wp-content/uploads/H2014.01-Internationalization-of-Education.pdf).

Two academic papers were prepared (one accepted for publication and another is under consideration). The first paper "Reconsidering internationalization –Israeli colleges' heads perceptions and motivations" by **Dr. Miri Yemini, Ms. Efrat Sadeh, Dr. Vered Holzmann, Dr. Anat Stavans, Dr. Dalia Fadila and Prof. Hans de Wit,** was accepted to the **Higher Education Policy**. The second paper "Cosmopolitan capital and internationalization – the case of Israeli second tier higher education" by **Dr. Miri Yemini, Dr. Vered Holzmann, Dr. Nazeh Natur, Dr. Dalia Fadila and Dr. Anat Stavans** is currently under review by the Journal of **Research in International Education**.

Sustainability

A project is 'sustainable' when it continues to deliver benefits to the project beneficiaries and/or other target groups for an extended period after the EU's financial assistance has ended. Sustainability may not be relevant for all aspects of a project; in each project some activities or results may be continued, while it may not be necessary to continue others. Sustainability is relevant for issues such as: academic/socio-economic/institutional support (describe the measures undertaken to formalise or institutionalise any links with local non-university partners, to obtain official accreditation of new curricula, etc.), involvement of members from the beneficiaries (institutions)(ownership/motivation), effective management and leadership, active participation of the target group, forecast of needs, availability of resources to continue, making the most of results achieved and a measurable medium/long term impact (long-lasting effects of project cooperation, as well as impact on the beneficiaries (institutions) and target groups). Please explain which of your planned activities and results must be maintained to make your project sustainable. Describe which measures have been taken so far to realistically ensure the continuity of those activities and results beyond the original life- cycle of the project (even when the project is no longer financed by Tempus). Please indicate any changes which occurred in comparison with the original plans and the activities you plan to carry out before the end of the project in order to ensure sustainability.

Introduction:

The Tempus IRIS exploitation and sustainability work package leader is Sapir Academic College. The main goal of WP8 is to ensure sustainability of the project's results within the college partners as well as promoting the addition of an increasing number of IROs among the other non-participating public academic colleges in Israel. The sustainability efforts are guided by the following guidelines: good networking, policy consensus, formal mechanisms, sufficient institutional financial support and engagement of each college's community of faculty,

administrators and students. The following summary presents the framework and planned activities related to sustainability of the IRIS project results.

Sustainability planned Schedule:

• Month16-Month21: Sustainability Strategic Plan
• M25-M35: International Taskforce
• M30-M35: Faculty Mentoring Program for Academic Faculty
• M22-M35: Internationalization Roadmap
• M25-M36: Advocacy materials and Advocacy Campaign

Sustainability Strategic Plan:

The Sustainability Strategy survey, which will be distributed to all project partners, will focus on four fundamental questions necessary to develop a winning strategy, and to provide a simple yet powerful framework for developing a practical plan that is easy to understand and communicate.

1. What Propels Us Forward?
• IRO Vision and Services
• New capabilities
• Internationalization
2. What Do We Want to Sustain?
• IRO
• Network
• Smart Training and Maintenance of Capabilities
3. Who Are Our Target Audience/Partners?
• Israeli Colleges ~40
• Partners IROs in Europe
• Other IROs
• Other Affiliated Groups
4. How Do We Add Value?
• Smart "LinkedIn" Networking
• Support and advisory
• Easy Collaboration
• Evolving Practice
• International Taskforce

International Taskforce:

Mission: Developing and implementing policies, programs and services that facilitate research collaboration, maintain best practices, promote partnerships, and reach out many IRO members through valuable network
Vision for Effective IRO
An effective IRO led by policy framework, best practices, and communication tools.
Advisory Council
Advisory Council Members for the International Task Force.

Faculty Mentoring Program for Academic Faculty:

Main Principles:
• Suggested Mentoring Activities
• Matching Mentors with New IRO
• Duration of Mentoring Processes
• Roles and responsibilities of Mentors
Examples of Activities Under construction:
• Discuss professional interests
• Explore research and sponsored funding opportunities
• Discuss academic policies and guidelines, and university governance structure
• Explore professional development opportunities
• Address special needs, concerns, or questions and help in troubleshooting difficult situations
• Much more……

Internationalization Roadmap

Deliverables:

Month16-Month20:
• Program Goals
• Requirement Analysis
• Strategy formulation
Month20-Month24:
• Roadmap announcement
• Sustainability Program
• Taskforce Establishment
• Smart Network.
Month24-Month28:
• Advisory Practice
• Leveraged communicative Website
• Advocacy Materials
Month28-Month32:
• Faculty Mentoring
• IRO review
Month32-Month36:
• Advocacy Campaign
• QA
• Strategic review

Relevant activities (on going):

Establishment and improvement of IRO: Shenkar College of Engineering, Design and Art set up the international office, which manages a separate budget and is actively reaching out for donations for its projects with the aim to get enough "seed money" to ensure the sustainability of the office for the next few years while we continue our efforts. Beit Berl College plans to improve the structure and the activities of the international relations office, according to what have been learned in the various work packages during the last one and a half year. The IRO office will continue to exist and will improve its activities. In addition, the international program, either as a special program or as individual international courses, will continue beyond the IRIS project life-cycle.

International network: Kaye Academic College of Education maintains collaborative learning activities with students: "Jewish Belief and Practice", online course with the students of York St. John University; and participation of College students in the project "Music in Common", sponsored by the American Embassy. The college shares professional knowledge by visits to York St. John University for joint consultations with faculty members, online meetings with faculty members of the English Department between Klagenfurt and Kaye College, exchange of knowledge with the teachers' staff at High Tech High School in San Diego based on mutual visits. Agreements of partnership with Klagenfurt University College of Education, Penza University Pedagogical Institute, Warsaw Academy of Special Education will be sustained. The International Relation Office reaches out for donations to promote numerous projects at Kaye College.

International internship: During the 1st IRO workshop at Sapir Academic College, the Sapir Tempus IRIS team had received an offer from Pädagogische Hochschule Viktor Frankl – University College of Teacher Education in Klagenfurt in Austria to send one member (Mr. Naor Naftali) for a 4.5 months internship at the University International Affairs Office. During this time period, the Sapir Tempus team member will have the opportunity to experiment with different international activities. In the end of this internship, the team member will return to Sapir College and will implement his experience in the Sapir College IRO.

Ph.D. in the field of internationalization: The Sapir Academic College Internal IRIS project coordinator, Mrs. Amit Marantz-Gal, has initiated a connection with the Università Cattolica del Sacro Cuore in Milano, Italy, in order to establish her Ph.D. studies at the institution. Amit will establish her Ph.D. under the supervision of Dr. Fiona Hunter. With a Ph.D. in the field of internationalization, Amit will become an important source of knowledge for the Sapir Academic College, and will be able to understand and perform complicated processes and to lead the Sapir College toward success in internationalization. With this type of training and education in the field of internationalization, Amit will be a pioneer in the Israeli higher education system and will be able to lead cross institutions processes.

Mentoring Program: As part of another Tempus Project, which Sapir has taken part in (EFA – English For All), the College has developed a full working mentoring program in order to guide his lecturers to internationalize the college curricula. Mrs. Marantz-Amit Gal has started to modify the mentoring program to work with the IRIS project, and will formulate and document it in a way that it will become a foundation for internationalization of the curricula for Sapir Academic College and for all the academic colleges in Israel.

Future Erasmus+ Program: The IRIS partners intend to continue the collaboration by developing a continuing program that will promote international activities in the partner colleges. This program will offer foreign students an opportunity to visit Israel while taking several courses in different colleges, which are located in different parts of the country. The program is still in its preliminary planning phase.

Quality control and monitoring

Please describe what monitoring activities the beneficiaries carry out, in order to assess whether the project proceeds according to the workplan. Please describe the strategy for internal and external evaluation of project results and include measurable quality indicators for progress. In addition to the project results (courses, publications, new institutional structures, etc), you should also pay attention to the project management strategy. In particular, explain what instruments you use to ensure effective quality control (i.e. the Logframe approach, feedback questionnaires for evaluations or surveys, swot analysis, etc.) and who is involved in evaluation (i.e. committee(s), validation commission(s), accreditation board(s), etc.). For external evaluation, please mention the role of independent experts or peer reviewers providing a summary of their evaluation plan and report(s). Please indicate the activities carried out to date, any change which occurred in comparison with the original plans and the activities you plan to carry out before the end of the project.

Introduction:

The Tempus IRIS quality assurance (QA) work package leader is Centre for Higher Education Development Consult GmbH (CHE). Since the start of the project, the Quality Assurance of the IRIS project has been implemented according to Quality Work Plan for WP6 and its planned deliverables. The following tasks were completed by the QA team at CHE Consult (further referred to as the QA team) within the respective WP deliverables.

6.1 Quality Policy Document

The QA team developed the document, in collaboration with Project Coordinator. It was signed on the occasion of the kick-off meeting. The document, setting philosophical and ethical foundation of the work in the IRIS project, serves as a common agreement and commitment of all partners to work together according to 4 core principles: efficiency, effectiveness, punctuality and partner involvement, while keeping in mind the different roles assigned in the project. Quality Policy aims to ensure smooth and successful project management and implementation and thus substantially contributes to the achievement of all IRIS objectives.

The outcomes of adopting the policy will be evaluated via QA surveys conducted (possibly) every 6 month, starting June 2013, as well as via IRO reports.

The first progress survey (conducted in July/August 2013) indicated that amongst the four areas (effectiveness, efficiency, punctuality, partner involvement), the latter is still a challenge. This was mainly because of a general feeling of a less than ideal communication policy so far. The partners wish for more and more precise communication by the coordinator and this has also been expressed in the evaluations of the second steering committee meeting.

The communication within the IRIS project was hugely improved by regular sending of IRIS newsletters from the project coordinator which was launched in November 2013 (6 newsletters have been issued so far). Partners are regularly informed about the latest updates regarding the project, events and workshops taking place within the project work packages, results of these events and any news and information concerning the topic of internationalization relevant for project participants.

6.2 Quality Work Plan

The QA team developed comprehensive Quality Work Plans for all WPs before the kick-off meeting, in close cooperation with WP leaders, to ensure ownership of the documents and guarantee they are realistic, unambiguous and fit for purpose. Quality Work Plans, per WP, refer to the planned and actual dates of completion, progress indicators and ways of their measurement for each project deliverable. They not only help lead partners to follow through with their WP, but also assist the Project SC and Coordinator in monitoring and evaluating project implementation with explicit reference to project objectives. In particular, they clearly explain what is expected from each partner in terms of quality and induce to look at the intended deliverables with regard not only to their tangible and intangible outputs, but also outcomes. Hence, development of the Quality Work Plan directly contributes to the achievement of IRIS objectives.

The QA team is in regular contact with the WP leaders in order to monitor Quality Work Plans of the respective WPs. However, the provision of continuous feedback and updating of Quality Work Plans proves to be difficult and time consuming for the WP leaders. The QA team received only very little or no feedback so far. Therefore, a new approach to adjusting Quality Work Plans has been suggested by the QA team during the 2nd Consortium Meeting:

WP leaders of active WPs will be asked to send an updated Quality Work Plan to the QA team every three months, in March, June and September 2014. In the steering committee meeting it was decided to further check which kind of timeline might be the best for the WP leaders.

6.3 Individual Quality Monitoring Tools

The QA team developed the following quality tools:

* A template of an evaluation form for annual project events to be used over the course of the project.
* A template of an on-line survey to evaluate the IRIS project's progress and delivery (to be conducted every 6 months)
* An on-line survey to evaluate the results of benchmarking study visits (WP1)
* Individualized evaluation forms to evaluate results of project's workshops realised in the framework of WP2, WP3 and WP4 – special evaluation forms were designed for each of the workshops in order to assess the quality of the workshop and level of learning outcomes achieved by workshop participants.

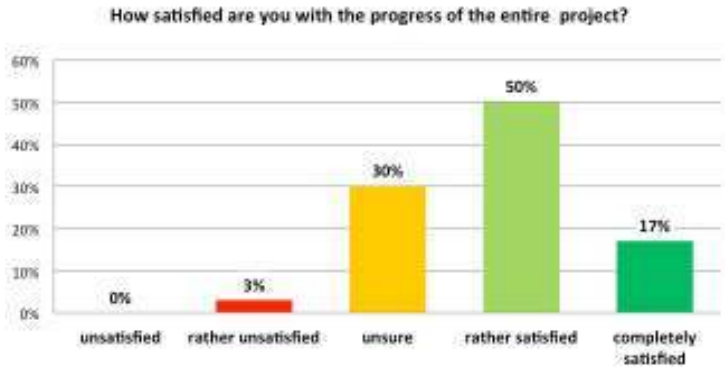
WP2 workshops:
2.1 Workshop 1 – Internationalization pathways and opportunities (pre and post questionnaires)
2.1 Workshop 2 – Vision, strategy and implementation (post questionnaire)
WP3 workshops:
3.1 Workshop 1 – Internationalization of the Curriculum 1 (pre and post questionnaires)
3.1 Workshop 2 – Internationalization of the Curriculum 2 (pre and post questionnaires)
WP4 workshops:
4.1 Workshop 1 – Managing Internationalization – From planning to implementation (pre and post questionnaires)
4.2 Workshop 2 – Managing Internationalization – Institutional visit – organisation and implementation of internationalization (post questionnaire)

For all Work Packages and the overall project, the assessment tools mentioned above are used, based on a success benchmark which is defined by a minimum of slightly above the possible average. As we mainly use four-point Likert scales with 1 as the lowest and 4 as the highest value, the average value is 2.5 (as 0 does not exist). Therefore, any value above 2.5 is considered enough to cross the benchmark. For each of the tools, we also established a standard report and thus also provided the promised documentation on goal achievement, especially as this is then to be added to the quality reports per work package.

6.4 Assessment of IRIS progress on three levels

Project progress survey: The 1st project progress survey was conducted on-line in July/August 2013 with an overall response rate of 38% (only 30 out of 78 invited representatives of partner institutions took part, despite prolongation of the survey by one week and reminders sent to all members). The evaluation report analysing all aspects of the survey (project progress and achievement of general and specific project goals, progress and delivery of WP1 and WP2, progress and delivery of dissemination and other aspects of project's implementation) was prepared by the QA team and sent out to all project partners in September 2013.

The majority of respondents (67%) felt satisfied with the project progress and were convinced it will reach its goals. Concerning the specific goals, project partners largely believed that the internationalization strategic plan for Israeli colleges will be developed (86% was confident), on the other hand they were rather sceptical about establishment of a network of IROs in Israeli colleges (only 42% was confident).



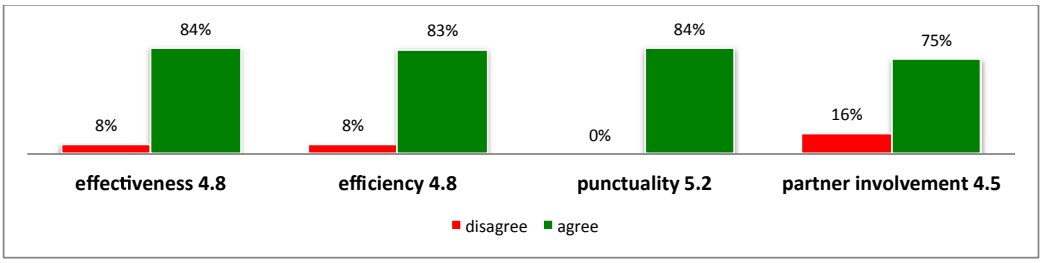
Main concerns raised by the partners involved communication issues (one-way communication, changes introduced without notification, frequent changes in contact persons responsible for the project at colleges, little interaction among colleges, low activity of WP leaders) and financial issues (financial limitations, budget problems).

The 2nd project progress survey will be conducted in April/May 2014.

6.5 Delivery monitor

Delivery monitors were used in the 1st project progress report to evaluate the delivery of WP1 and WP2. The achievement of the respective deliverables under WP1 and WP2 has been controlled on the following 4 perspectives: effectiveness, efficiency, punctuality and partner involvement. The average rating of the four basic criteria is based on all positive and negative votes. The columns show the difference in views (number of respondents). Positive votes (4-6) create the green bar, negative votes (1-3) the red one.

Please see the example of the delivery monitor for WP 2.1:



6.6 Content evaluation tools and reports

The QA team conducted evaluation of:

Benchmarking study visits (WP1):

- The QA team conducted a joint online survey for all site visits' participants in order to evaluate the quality and results of the visits and their impact on participants' knowledge, skills and attitudes (method of pre-post self-evaluation of participants was used to show the contribution of the IRIS project).
- Response rate: 12 respondents (6 from Israeli colleges and 6 European hosts) out of 18 participating in the site visits.
- Evaluation report was finalised and send to the project manager in October 2013. The report is available on the IRIS website.
- ***Overall average rating of the study visits was 3.2***

Internationalization strategy workshops (WP2)

- The QA team conducted an evaluation of 2 workshops, based on paper evaluation forms received from the workshops' participants.
- Workshop 1 – Internationalization pathways and opportunities: Both pre and post questionnaires were used to show the contribution of the IRIS project to the knowledge, skills and attitudes of the target group. 13 pre-workshop and 11 post-workshop questionnaires were filled out (out of 15 people participating in the workshop). The evaluation

report was prepared and sent to the project manager and uploaded to the IRIS website in July 2013. ***Overall average rating of Workshop 1 was 3.6***.

- Workshop 2 - Vision, strategy and implementation: Only post questionnaires were used, as the survey was adjusted to the workshop needs by the organizers. 12 respondents answered the questionnaire. The evaluation report was finalised and send to the project manager and uploaded to the IRIS website in October 2013. ***Overall average rating of workshop 2 was 3.5.***

Internationalization of the curriculum workshops (WP3)

- The QA team conducted an evaluation of 2 workshops, based on paper evaluation forms filled by workshop participants.
- Workshop 1 – 15 pre and 13 post questionnaires were assessed and the evaluation report summarizing the main findings was sent to the project manager and uploaded to the IRIS website in January 2014. ***Overall average rating of workshop 1 was 3.3***.
- Workshop 2 – 16 pre and 11 post questionnaires were filled out by workshop participants. The evaluation report evaluating the quality of the workshop and its outcomes was finalised in March 2014. On the project manager request, a special report focused on an assessment of the practical arrangements of the workshop was prepared in order to evaluate the role of the host institution of the workshop. ***Overall average rating of workshop 2 was 3.7***.

Managing Internationalization workshops (WP4)

- The QA team conducted an evaluation of 2 workshops, based on paper evaluation forms.
- Workshop 1 – 19 pre and 18 post questionnaires were completed by workshop participants. The QA team prepared 2 evaluation reports – one dealing with the content, quality and outcomes of the workshop and the second one focused on practical arrangements. Both reports were sent to the project manager and uploaded to the IRIS website in March 2014. ***Overall average rating of the workshop was 3.9***.
- Workshop 2 – the QA team prepared the evaluation form to assess the results of the second IRO workshop, the evaluation reports will be prepared in March 2014 and published in April 2014.

6.7 External quality assurance

Prof Dr. Hans de Wit as the external expert confirmed that the measures taken by the QA team are in accordance with the application and more than sufficiently cover the needs of the project. He only recommends to strongly advice the coordinators to differentiate the results of evaluations by institutional vs. European partners and institutional vs. non-institutional, as was already suggested before by CHE Consult but declined, as to get a clearer picture of the perceptions of the different stakeholders in the project.

Given the evaluations received on the progress of the project and of its different workshops it is important to keep insisting on the differentiation. Although the numbers are small, it is important to have an idea of the different perceptions of the different stakeholders on the progress. For example, the scores on the satisfaction of the progress of the project, 30% unsure and 3% unsatisfied, as well as the only 42% confidence on the prospects of the establishment of a network of IROs in Israeli colleges, might be resulting from different perspectives on this issue by the Israeli partners and the European partners and might result in different approaches, based on the results of differentiation. The same one can say on the results of the workshops on internationalization strategy and on internationalization of the curriculum. As the organizational changes will be completed, this advice will be accepted and implemented in the forthcoming evaluations.

Gender balance

Please explain to what extent the principle of equal opportunities has been taken into account in the project implementation (i.e. gender analysis carried out, presence of women in decision-making bodies, balanced percentage share of women among the teachers or the enrolled students, etc.). Describe how the project helped to promote gender balance and to identify and address factors influencing gender discrimination.

Introduction

The IRIS project supports equal opportunities among each one of the partner institutions and among the overall project team and management. Participation in the project in general, and leadership, responsibility and accountability for work packages in particular, are mainly based on competencies and capabilities rather than on

gender affiliation. However, although no official policy was announced and even though no active actions were taken with regard to gender balance, the representation of women in the IRIS project leadership, management and team is very well applied. This state of affairs might be explained by the focus of the IRIS project on internationalization, which is a professional field that is usually very well represented by women.

Not all the project IRIS partners have women in their team, but most of them do, and in many of the institutional IRIS teams, the leader is a women and there are more women than men. In addition, women have taken leadership roles in the project as the Project Manager, and works package leaders (6 out of 9 work packages).

Leadership Roles Gender Analysis:

Role	Name	Gender
Project Manager	Dr. Vered Holzmann	F
WP1 Leader	Dr. Miri Yemini	F
WP2 Leader	Ms. Ruth Graf	F
WP3 Leader	Dr. Sheila Trahar	F
WP4 Leader	Dr. Fiona Hunter	F
WP5 Leader	Dr. Marek Polak	M
WP6 Leader	Mr. Uwe Brandenburg	M
WP7 Leader	Dr. Orit Abuhav	F
WP8 Leader	Dr. Hana Maoz	M
WP9 Leader	Dr. Vered Holzmann	F

Gender Analysis by Institution (IRIS Team):

Institution	Women	Men
ORT Braude College of Engineering	4	1
Sapir Academic Collage	1	3
The Max Stern Academic College of Emek Yezreel	4	2
Al-Qasemi Academic College of Education	2	3
Kaye Academic College of Education	5	-
Beit Berl College	7	3
Shenkar College of Engineering and Design	2	1
Tel Aviv University	2	-
National Union of Israeli Students	2	-
Council of Public Academic Colleges	1	1
Centre for Higher Education Development Consult GmbH	1	1
University of Bristol	2	-
European Foundation for Management Development	2	1
Warsaw University of Technology	-	3
Pädagogische Hochschule Kärnten / Viktor Frankl Hochschule	3	-
Universita Carlo Cattaneo	-	1
European Association for International Education	3	-
Ort Hermelin Academic College of Engineering & Technology	2	1
Università Cattolica del Sacro Cuore	2	-
Total	**44**	**21**

As the above tables show, the percentage of women in the IRIS project is very high and they hold decision making positions in the project. Nevertheless, the principle of equal opportunities is maintained as roles and responsibilities are defined by expertise and skills.

Any other comment

Please provide in this entry, any relevant information you think might be useful for the assessment of your project's implementation (i.e. synergies with other projects, any support from external environment, networking with professional bodies, etc.).

The Tempus IRIS project experiences several major organizational changes that impact its administrative aspect of management. Although the project management and partners are continuing to perform the planned activities in order to achieve the project's goal and objectives, the current situation, which is described in details in chapter "*obstacles and shortcomings*" is very complicated. The efforts required to support the implementation of the project under these conditions are challenging, though the deliverables and results are positively encouraging. Thanks to the frequent workshops and to frequent interaction with the project leaders, a greater synergy was achieved. All of that will sure contribute to a successful completion of the project.

As part of the development of the International Office, Shenkar College of Engineering, Design and Art will this year participate in the Erasmus Mundus EMAIL III program (coordinated by Masaryk University). This program allows for Staff and student mobility within the European consortium.

The IRIS project is currently managed under the coordination of ORT Braude College of Engineering, which is also the coordinator of Tempus ECOSTAR (English as the Cornerstone of Sustainability, Technology and Research). IRIS project manager and the team in ORT Braude work with the ECOSTAR team to share knowledge and lessons learned.

Statistics and Indicators

This section aims to gather statistical data and indicators of performance for the period covered by this Intermediate Report

Main targets

	YES	*NO*	*N/A*
Teacher training Please indicate whether your project has links, targets or objectives related to teacher training		X	
VET Please indicate whether your project has links, targets or objectives related to Vocational Education and Training	X		
Qualification levels addressed by the project Please indicate whether your project has links, targets or objectives related to programmes at :			
- Bachelor level	X		
- Master level	X		
- Doctorate level			X

Training and mobilities

Enter the code of the partner country concerned in the first lines and figures in the second and third:

Training of partner country staff and students

(Country of origin)

Number of academic staff from the partner country's Higher Education Institutions trained/retrained
Please indicate the number of teaching staff (professors, assistants with teaching tasks, etc.) trained and/or retrained to the date of the report submission:

	Country Code: IL	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male	7				
Number Female	16				

Number of non-academic staff from the partner country's Higher Education Institutions trained/retrained
Please indicate the number University administrative staff (librarians, staff from the International Office, IT specialists, etc.) trained to the date of report submission:

	Country Code: IL	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male	4				
Number Female	6				

Number of staff from the partner country's non Higher Education Institutions trained/retrained
Please indicate the number of staff of non HEI (enterprises, NGOs, Chambers of Commerce, Government, local administration, etc.) trained to the date of report submission:

	Country Code:	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male					
Number Female					

Number of students from the partner countries who have attended programmes/courses developed in the framework of the project
Please indicate the number of students from the partner countries that have been trained and/or retrained in the programmes/courses developed by the project to the date of report submission:

	Country Code:	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male					
Number Female					

Academic/administrative Staff mobility

(Country of origin)

Number of partner country - EU mobility flows of more than 2 weeks

Please indicate the number of partner country staff mobility flows from the partner country to the European Union to the date of report submission:

	Country Code:	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male					
Number Female					

Number of EU - partner country mobility flows of more than 2 weeks

Please indicate the number of European staff mobility flows from the European Union to the partner country to the date of report submission:

(Host country)

	Country Code:	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male					
Number Female					

Number of partner country – partner country mobility flows of more than 2 weeks

Please indicate the number of staff mobility flows within the same partner country to the date of report submission:

(Country of origin)

	Country Code:	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male					
Number Female					

And between two different partner countries:

Number Male					
Number Female					

Student mobility

Number of partner country - EU mobility flows of more than 2 weeks

Please indicate the number of partner country student mobility flows from the partner country to the European Union to the date of report submission:

(Country of origin)

	Country Code:	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male					
Number Female					

Number of EU - partner country mobility flows of more than 2 weeks

Please indicate the number of European student mobility flows from the European Union to the partner country to the date of report submission:

(Host country)

	Country Code:	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male					
Number Female					

Number of partner country – partner country mobility flows of more than two weeks

Please indicate the number of student mobility flows within the same partner country to the date of report submission:

(Country of origin)

	Country Code:	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male					
Number Female					

And between two different partner countries:

Number Male					
Number Female					

Links to European Higher Education policies

Diploma supplement

Please indicate whether the project contributes to the introduction of diploma supplements in the Partner Country university/ies. For information on the diploma supplement please see: http://europa.eu./comm/education/policies/rec_qual/recognition/diploma_en.html

YES	***NO***	***N/A***
		X

Adoption of a system based on three main cycles, undergraduate (Bachelor), postgraduate (Master) and Doctorate

	X	

Please indicate whether your project contributes to the achievement of the adoption of a system based on three main cycles.

Introduction of double/multiple or joint degrees Please indicate whether in the framework of your project the institutions involved plan to develop/issue double/multiple or joint degrees.	X		
Establishment of an ECTS system Please indicate whether your project contributes to the introduction and/or development of the European Credit Transfer System at the co-beneficiary partner university(ies). For information on ECTS: http://europa.eu/comm/education/programmes/socrates/ects/index_en.html		X	
Promotion of quality assurance procedures at institutional or national level Please indicate whether the project contributes to the enhancement of the Partner Country university/ies' quality assurance strategies. For information on the 'Standards and guidelines for quality assurance in the European higher education area' : http://www.bologna-bergen2005.no/Docs/00-Main_doc/050221_ENQA_report.pdf		X	
Qualification frameworks Please indicate whether the project contributes to developing of national qualifications frameworks and implementation at university level. For information on the European Qualification Framework, please see: http://ec.europa.eu/education/lifelong-learning-policy/doc44_en.htm		X	
Lifelong learning policies and approaches Please indicate whether your project contributes to developing lifelong learning approaches For information on Life Long Learning European policy: http://ec.europa.eu/education/lifelong-learning-policy/doc28_en.htm		X	
Modular curriculum structure Please indicate whether your project contributes to the promotion of modular curriculum structure.	X		
New teaching and learning methods Please indicate whether the project contributes to the development of new teaching/learning methods at the Partner Country university/ies.		X	
E-Learning Please indicate whether the project contributes to the development of an e-learning strategy at the Partner Country university/ies.		X	
University/Enterprise cooperation Please indicate whether the project plans to encourage co-operation between the Partner Country university/ies and the private sector.	X		
Links between the labour market and degree programmes Please indicate whether the new/restructured curriculum/curricula responds directly to the needs of the local and national labour market through internships, intensive training in the field, etc.		X	
Links with other EU education programmes Please indicate whether your project is directly linked to other EU education Programmes (other than Tempus) such as Erasmus Mundus or the Life Long Learning Programme. For information on the EU educational programmes, please see: http://ec.europa.eu/education/index_en.htm **If yes, please indicate with which EU educational programme your project is linked:**	X		

EXAMPLE
USE ONE TABLE PER WORK PACKAGE: ADD AS MANY TABLES AS NECESSARY

Table of achieved / planned results

Insert the title and reference number as indicated in the project proposal

Title and reference number of the work package (WP)	
Indicators of achievement and or/performance as indicated in the project proposal	

Insert the indicators of achievement and/or performance as indicated in the project proposal

Activities carried out to date for the achievement of this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement

Activity number as indicated in the project proposal

Insert the activity title as indicated in the project proposal

State where and when the activity has taken/will take place

Provide a brief description of the activity

Insert specific indicators (qualitative and quantitative) which can help to measure the achievement of the activity result

Activities to be carried out for the achievement of this outcome (entire project period: 2 or 3 years)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress

Insert specific indicators (qualitative and quantitative) which help measure progresses towards achieving the required result

Changes that have occurred in this result since the original proposal:

Describe any change to the original activity plan described in the project proposal

Table of achieved / planned results

Title and reference number of the work package (WP)	***WP1: Requirement analysis and benchmarking***

Indicators of achievement and or/performance as indicated in the project proposal	*1.1 Requirements analysis report that presents the results of the in-depth requirements analysis survey among public academic colleges.* *1.2 Society stakeholders' consultation report that presents leading stakeholders' preferences.* *1.3 Benchmarking workshops and exercises summarized in a final report on internationalization practices.*

Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
1.1	Development and performance of requirements analysis survey	11/2012	02/2013	Israeli Colleges	Development and delivery of a students' survey in all participating Israeli colleges with diverse orientation, size, location, and contextual characteristics (N=1,650). Results of the study that investigated Israeli college students' perceptions towards internationalization and their estimation of their institutions' internationalization activities were summarized, presented and published.	- 1,650 students from 7 colleges responded to the questionnaires. - The results were presented during the 1st consortium meeting and published in several occasions.
1.2	An assessment of societal interests in the internationalization of public colleges	12/2012	04/2013	Israeli Colleges	Conducting a qualitative in-depth, semi-structured interviews with seven college directors to investigate their motivations and strategies for internationalization. A content analysis was used to analyze the results. The results were presented to the consortium members and published in a professional journal.	- 7 college Presidents were interviewed. The interviews were analyzed and summarized. The results were presented during the 1st consortium meeting and accepted for publication at Higher Education Policy journal.
1.3	Benchmarking	04/2013	06/2013	European	Representatives of each of the Israeli colleges visited a	- 2-3 representatives from

	workshops and exercises			partners Universities	European partner university for a study visit for a 2 days study visit that included an introduction to the institution, a visit to the international relations office, interviews with professionals, academics and students.	each one of the 7 partner colleges visited an IRO in a European partner University and submitted a summary report that includes conclusions and recommendations.

Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
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Changes that have occurred in this result since the original proposal:

Benchmarking workshops were planned to take place in Israel but transformed into Israeli college partners' study visits in European partners' international offices. This change occurred due to the difficulty of the European partners to come to Israel since at that time it was a complex security situation in the area. This deviation in scope did not requires any change in the project budget and its results were very successful and beneficial.

Please add as many tables as necessary.

Title and reference number of the work package (WP)	***WP2: Internationalization strategic plan***

Indicators of achievement and or/performance as indicated in the project proposal	*2.1 Development and delivery of two workshops 'internationalization strategic planning'.* *2.2 Preparation of a written internationalization plan for each college.* *2.3 Preparation of a joint national strategic plan for internationalization (incl. stakeholder consultation).*

Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
2.1	Development and delivery of two workshops 'internationalization strategic planning'	19/06/2013	20/06/2013	Al Qasemi Academic College of Education, Israel.	The workshop "Internationalization Pathways and Opportunities" introduced the process of strategic planning and tools for strategic planning, and presented examples of internationalization strategies. EAIE team presented key factors in internationalization, main components of internationalization, the rationales behind internationalization, and intercultural competence awareness and development. The participants discussed the topics of infrastructure, tools for internationalization, how to fund internationalization and the drafting of internationalization strategy plans.	- 18 college partners' representatives participated in the 1st workshop and 19 college partners' representatives participated in the 2nd workshop. - Each one of the partner colleges prepared and presented the draft of its internationalization strategic plan.
		27/08/2013	28/08/2013	Shenkar College of Engineering, Design and Art, Israel	The workshop "Vision, strategy and implementation" provided additional support to the development of strategic plans. The colleges' representatives presented the preliminary drafts, discussed stakeholder management and implementation process, and understood the role of quality assurance in the implementation of an international strategic plan.	
2.2	Preparation of a written internationalization plan for each college	07/2013	01/2014	Israel, Belgium.	Based on the knowledge and skill gained during the two strategy workshops the colleges continued executing further work on their plans. A draft plan for each one of the colleges was sent to EAIE team for a review. Additional consultation and meetings with relevant	- 8 strategic plans, approved by the colleges' management and/or board of directors, were sent by the partner

		04/12/2013	04/12/2013	ORT Hermelin Academic College of Engineering & Technology, Israel	stakeholders at their institutions were conducted via e-mail, Skype and phone conversations to support the colleges at this process. Face-to face consultation meetings by EAIE team and Israeli partner colleges' representatives to discuss the internationalization strategic plans.	colleges to EAIE team. - EAIE team is currently reviewing the plans and will forward them to WUT and EFMD for further comments and recommendations.
2.3	Preparation of a joint national strategic plan for internationalization (incl. stakeholder consultation)	05/12/2013	05/12/2013	ORT Hermelin Academic College of Engineering & Technology, Israel	The partner colleges' Presidents took part in special meeting with the EAIE team and TAU team to discuss internationalization strategy for colleges on a national level.	- 7 Presidents participated in the discussion of internationalization strategy for colleges on a national level.

Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
2.3	Preparation of a joint national strategic plan for internationalization (incl. stakeholder consultation)	12/05/2014	12/05/2014	ORT Hermelin Academic College of Engineering & Technology, Israel	A meeting with senior representatives from the Israeli CHE as well as the Ministry of Education is planned to discuss the national level of internationalization. The colleges' Presidents will be invited to take part in this meeting as well.	- A written report on internationalization in the national level will be submitted to the decision makers in the Israeli Higher Education system.
		10/2013	10/2014	Belgium	The EAIE IRIS team is in the process of writing a joint national strategic plan for internationalization. Based on the discussions with the colleges'	

					Presidents, additional stakeholders in the colleges and the Israeli CHE, they will submit the report.	

Changes that have occurred in this result since the original proposal:

WP2 scope remains as planned, but its progress on the project timeline is delayed comparing to the project plan.

Please add as many tables as necessary.

Title and reference number of the work package (WP)	***WP3: Development and delivery of campus internationalization programs for faculty, administrators and students***

Indicators of achievement and or/performance as indicated in the project proposal	*3.1 Curriculum design workshop & toolkit for faculty on curriculum internationalization.* *3.2 Development and delivery of a workshop for faculty on incorporating e-learning international courses to increase and improve the internationalization of colleges' education through virtual mobility.* *3.3 Development and delivery of a workshop for administrators on internationalization and global competence in college services, in terms of the programs, people and processes involved.* *3.4 Development and delivery of a workshop for students on intercultural competences and communication skills.*

Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
3.1-3.4	Development and delivery of a workshop for faculty on curriculum internationalization	18/11/2013	20/11/2013	Kaye Academic College of Education, Israel.	The workshop introduced perspectives on learning and teaching in higher education, and discussed diversity, intercultural and multicultural competencies. The workshop leader from UNIVBRIS explained theoretical concepts and policies of internationalization of the curriculum. The complexities involved in intercultural communication were debated using case studies that focused on relationships between international and local students also by Israeli students from different backgrounds.	- 19 college partners' representatives participated in the workshop.
3.1-3.4	Writing, designing and printing Internationalization of the Curriculum toolkit	10/2013	01/2014	University of Bristol, UK. Israel	Dr. Sheila Trahar, from the University of Bristol, the leader of WP3 has written a publication on internationalization of the curriculum: concepts and working practices. Copies of the publication were distributed to the partners during the meeting on December 2013. In addition, the publication was translated into Hebrew and Arabic. The publication	- 120 copies of the Internationalization of the Curriculum publication printed and distributed to the partners. - A copy of the publication

					is available in three languages on the Tempus IRIS website.	is available in Hebrew. - A copy of the publication is available in Arabic.
3.1-3.4	Development and delivery of a workshop for faculty on developing international courses	28/01/2014	30/01/2014	Beit Berl College, Israel.	The workshop included presentations by the partner colleges with regard to implementation of internationalization of the curriculum activities in each college, followed by fruitful discussions. In addition, the process of internationalizing the curriculum in specific disciplines was presented and several templates were provided.	- 23 college partners' representatives participated in the workshop. - Deliverable actions regarding cascading internationalization of the curriculum by each one of the partner colleges were identified.

Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
3.1-3.4	Development and delivery of a workshop on internationalization and global competence in college services	26/05/2014	28/05/2014	ORT Braude College of Engineering, Israel.	The workshop will include presentations by the partner colleges, as well as discussions and case studies analyses on internationalization of the curriculum in Israeli colleges. In addition, representatives from the Council for Higher Education in Israel will join the workshop to provide answers and present insights on the subject.	- Representatives from all the college partners' will participate in the workshop. - The partner colleges will adapt certain aspects of their curriculum to be internationalized.

Changes that have occurred in this result since the original proposal:

This work package structure was changed as all the partners agreed that internationalization programs will be best achieved by focusing on internationalization of the curriculum. Therefore, it includes three, instead of four, workshops, and all of them are aimed at the development of the curriculum, with close relationships to the internationalization strategic plans and the IRO (international relations office) training.

Please add as many tables as necessary

Title and reference number of the work package (WP)	***WP4: Development and delivery of training activities for the qualification of IRO professionals***

Indicators of achievement and or/performance as indicated in the project proposal	*4.1 A series of 5 workshops, each lasting 3 days, will take place over the designated period, including: General introduction; Building strategic partnerships around the world; Managing mobility of students, faculty and staff; Providing support services for international activity; Bringing it all together, planning the way forward. Each workshop will last 3 days. Workshops will include presentations, discussions and visits and/or interviews with institutional representatives.* *4.2 Development and delivery of IRO toolkits / Professional development guides.*

Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
4.1	Development and delivery of IRO professional workshops: 1st workshop: From planning to implementation	03/02/2014	05/02/2014	Sapir Academic College, Israel.	The focus of the 1st IRO – Managing Internationalization workshop was on moving from the planning to the implementation stages of internationalization. It started with an analysis of the current strategic plans and explored how they might best be implemented, what challenges might lie ahead and how they might be overcome.	- 30 college partners' representatives participated in the workshop. - 5 European partners participated in the workshop. - Each one of the 8 colleges discussed challenges and prepared a preliminary action plan.
4.1	Development and delivery of IRO professional workshops: 2nd workshop: organization and implementation of internationalisation	03/03/2014	05/03/2014	Università Cattolica del Sacro Cuore, Italy.	The focus of the 2nd IRO – Managing Internationalization workshop was on exploring how internationalization is understood and enacted in two Italian Universities: Università Cattolica del Sacro Cuore and the Politecnico di-Milano. The participants were introduced to implementation of centralized vs. decentralized IRO policies and organizational structures in universities. Several professional practitioners presented their work and	- 19 college partners' representatives participated in the workshop. - 4 European partners participated in the workshop. - 2 IROs, working in different organizational

					interactions with other organizational units. A senior advisor for International Strategy at the University of Amsterdam discussed the issues of internationalization of research, and the relationship between internationalization and research.	environments, were presented. - 1 guest lecturer presented the relationship between internationalization and research. - 2 programs for cooperation between Israeli colleges and Italian HEIs were initiated.

Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
4.1	Development and delivery of IRO professional workshops: 3rd workshop: organization and implementation of internationalisation	20/05/2014	22/05/2014	Warsaw University of Technology, Poland.	The focus of the 3rd IRO – Managing Internationalization workshop will be around identifying the most relevant issues in the Colleges and seeking to learn from the experience of the European colleagues. This will be done through a series of interviews with both academics and administrators to understand how specific opportunities have been developed and challenges overcome in areas such as international mobility, internationalization of the curriculum, managing international partnerships, enhancing research through internationalization and creating appropriate management structures for internationalization.	- College partners' representatives participating in the workshop. - European partners participating in the workshop. - Interviews with internationalization professionals, academics and administrators.
4.1	Development and delivery of IRO professional workshops: 4th workshop: organization and implementation of	03/11/2014	07/11/2014	Pädagogische Hochschule Kärnten/Viktor Frankl Hochschule, Austria.	The focus of the 4th IRO – Managing Internationalization workshop will be around building strategic partnerships with Higher Education Institutions. The workshop will take place as part of a European conference on internationalization, thus enable the participants to enrich knowledge of internationalization and	- College partners' representatives participating in the workshop. - European partners participating in the workshop.

	internationalisation				to create collaborations and cooperation with Higher Education Institutions in Europe.	- Initiation of programs for cooperation between Israeli colleges and European HEIs.
4.1	Development and delivery of IRO professional workshops: 5th workshop: organization and implementation of internationalisation	02/02/2015	04/02/2015	The Max Stern Academic College of Emek Yezreel, Israel.	The 5th IRO – Managing Internationalization workshop will conclude the process of IRO training. It will review the subjects of building strategic partnerships, managing mobility of students, faculty and staff, providing support services for international activity, and planning the way forward. The European Partners will monitor the progress of establishing the International Relations Offices in the Israeli colleges and implementing internationalization following the strategic plans.	- College partners' representatives participating in the workshop. - European partners participating in the workshop. - Establishment and operation of International Relations Offices in the partner colleges.
4.2	Development and delivery of professional IRO toolkits	02/2014	02/2015	Italy, Poland, Austria.	The EU partners develop professional IRO development guides, designed to support the activities of IROs as a resource of practical tools and techniques, and examples of good practices. The toolkits / professional development guides will include guidelines and best practices concerning main areas of IRO operations, as well as specific toolkits relating to each one of the workshops, providing practical advice on the various topics addressed.	- Presentations on developing IROs. - Working papers summarizing best practices of establishing IROs. - Templates and guides for various topics related to the process of establishing or improving an IRO.

Changes that have occurred in this result since the original proposal:

WP4 scope remains as planned, but its progress on the project timeline is delayed comparing to the project plan.

Please add as many tables as necessary

Title and reference number of the work package (WP)	***WP5: Pilot IRO activities***

Indicators of achievement and or/performance as indicated in the project proposal	*5.1 Development of pilot activities plan.* *5.2 EU partners monitor Israeli partners' IRO activities.* *5.3 Summary meeting to share experiences and best practices.*

Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
5.1	Development of pilot activities plan	03/02/2014	01/06/2014	Poland, Austria, Italy.	Warsaw University of Technology develops a pilot activities plan, based on the strategic plans and the IRO workshops. The plan includes a list of IRO activities especially relevant for Israeli partners, and corresponding to their international strategic plans. Special emphasis will be given to relevant EC academic cooperation programs, such as Horizon 2020 and Erasmus+.	- A pilot activities plan, including 10-15 IRO activities emphasis on EC academic cooperation programs.
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Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
5.2	Pilot activities mentoring	03/2015	06/2015	Israel.	Each Israeli partner will choose 3 activities of their special interest, assisted by the guidance and mentoring of an EU partner. The mentoring will be aimed to transfer knowledge on the chosen activities and to hold comprehensive discussions on their application to the college's requirements and local conditions.	- Mentoring for each one of the 8 colleges by an EU partner. - Overview and analysis report of the IRO activities, including best practices and guidelines.
5.3	Pilot summary meeting – sharing experience and best	16/06/2015	18/06/2015	Beit Berl College, Israel.	The pilot summary meeting will include the meeting agenda, the presentations of the 8 IROs teams and their European mentors, a summary of	- College partners' representatives participating in the

	practices				discussions concerning challenges, best practices and lessons learned and key recommendations.	meeting. - European partners participating in the meeting. - Presentations summarizing best practices and lessons learned.

Changes that have occurred in this result since the original proposal:

WP5 scope remains as planned, but its progress on the project timeline is delayed comparing to the project plan.

Please add as many tables as necessary

Title and reference number of the work package (WP)	***WP6: Quality Assurance***

Indicators of achievement and or/performance as indicated in the project proposal	*6.1 Apply a QA methodology comprising three levels. The meta-level: the project outcomes, the meso-level: the procedures, the micro-level: the outcomes for the individual participants.* *5.2 Produce a quality policy document for the project.* *5.3 Conduct QA surveys.* *5.4 Monitor delivery of the project's work packages.* *5.5 Develop QA tools and techniques.*

Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
6.1	Development of IRIS quality policy document	10/2012	12/2012	Germany, (Israel, UK, Belgium, Italy, Austria, the Netherlands, Poland).	The QA team developed the document, in collaboration with Project Coordinator. It was signed on the occasion of the kick-off meeting. The document, setting philosophical and ethical foundation of the work in the IRIS project, serves as a common agreement and commitment of all partners to work together according to 4 core principles: efficiency, effectiveness, punctuality and partner involvement, while keeping in mind the different roles assigned in the project.	- Tempus IRIS quality policy paper is written and available to all project partners.
6.2	Development of IRIS quality work plan	10/2012	10/2015	Germany, (Israel, Italy, UK, Poland, the Netherlands).	The QA team developed comprehensive Quality Work Plans for all WPs before the kick-off meeting, in close cooperation with WP leaders. The QA team is in regular contact with the WP leaders in order to monitor Quality Work Plans of the respective WPs. WP leaders send an updated Quality Work Plan to the QA team periodically.	- A quality plan for each one of the 9 project's work packages, approved by the WP leaders. - The QA work plans are updated as required.
6.3	Development of individual Quality Monitoring Tools	10/2012	04/2014	Germany, (Israel, Italy).	The QA team developed the following quality tools: a template of an evaluation form for annual project events to be used over the course of the project; a template of an on-line survey to evaluate	- An evaluation form for annual project events. - A template of an on-line survey to evaluate the

					the IRIS project's progress and delivery; an on-line survey to evaluate the results of benchmarking study visits; and individualized evaluation forms to evaluate results of project's workshops. For each of the tools, a standard report is established and thus provides documentation on goal achievement.	IRIS project's progress and delivery. - An on-line survey to evaluate the results of benchmarking study visits. - Individualized evaluation forms to evaluate results of project's workshops (pre and post). - A QA report for every activity and/or event performed.
6.4-6.5	Assessment of IRIS progress on three levels and delivery monitors	07/2013	08/2013	Germany, (Israel, UK, Belgium, Italy, Austria, the Netherlands, Poland).	The 1st project progress survey was conducted on-line with an overall response rate of 38%. The majority of respondents (67%) felt satisfied with the project progress and were convinced it will reach its goals. Concerning the specific goals, project partners largely believed that the internationalization strategic plan for Israeli colleges will be developed (86% was confident), on the other hand they were unconfident about establishment of a network of IROs in Israeli colleges (only 42% was confident). The achievement of the deliverables has been controlled on the following 4 perspectives: effectiveness, efficiency, punctuality and partner involvement.	- Response to project progress survey. - QA evaluation and analysis report on project progress.
6.6	Content evaluation tools and reports	06/2013	04/2014	Germany, (Israel, Italy, UK, Poland, Austria).	The evaluation of internationalization workshops is based on pre-post questionnaires. The QA team conducted evaluation of: Benchmarking study visits (WP1) using a joint online survey; Internationalization strategy workshops (WP2) using questionnaires; Internationalization of the curriculum workshops (WP3) using questionnaires; and IRO training Managing	- Individualized evaluation forms evaluating results of project's workshops (pre and post). - A QA report for every activity and/or event performed.

					Internationalization workshops (WP4) using questionnaires.	

Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
6.3	Development of individual Quality Monitoring Tools	05/2014	10/2015	Germany (Israel, Austria, Poland, Belgium).	The QA team will use the developed quality tools, such as evaluation forms, on-line surveys, and workshops evaluation forms to evaluate results of project's progress, events and workshops. For each activity a standard report will be written and published.	- A tool to assess the QA for each of the following project's activities and overall progress. - A QA report for every activity and/or event that will be performed.
6.4-6.5	Assessment of IRIS progress on three levels and delivery monitors.	04/2014	10/2015	Germany (Israel, UK, Belgium, Italy, Austria, the Netherlands, Poland).	The 2nd and 3rd project progress surveys are planned to be conducted as the project progresses. The project participants will be encouraged to answer these surveys and the results will be analyzed and published.	- Response to project progress surveys. - QA evaluation and analysis reports on project progress.
6.6	Content evaluation tools and reports	05/2014	10/2015	Germany (Israel, UK, Belgium, Italy, Austria, the Netherlands, Poland).	Evaluation of internationalization workshops and mentoring that will take place during the remaining project.	- Individualized evaluation forms to evaluate results. - QA reports for these activities.

Changes that have occurred in this result since the original proposal:

WP6 scope remains as planned, but its progress on the project timeline is delayed comparing to the project plan.

Please add as many tables as necessary

Title and reference number of the work package (WP)	***WP7: Dissemination***

Indicators of achievement and or/performance as indicated in the project proposal	*7.1 Development and implementation of a dissemination plan.* *7.2 Creation of IRIS dissemination tools and materials: logo, web portal, brochures, posters, and newsletters.* *7.3 Internal dissemination activities in partner colleges devoted to specific aspects of internationalization.* *7.4 External dissemination activities including organization of national and international conferences for local and global higher education communities.*

Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
7.1	Development and implementation of dissemination plan	10/2012	04/2014	Israel (UK, Belgium, Italy, Germany, Austria, the Netherlands, Poland).	Beit Berl College, WP 7 Leader, initiated and coordinated a variety of activities to raise awareness of the Tempus IRIS project, to inform stakeholders, to engage faculty, students and administrators in internationalization activities. The dissemination plan was presented at the 1st and 2nd consortium meetings to all the project partners. The target audience was classified into 4 groups: within institutions, across all Israeli and European partners, on a national level, and on the international level. The available methods of dissemination are: print media, press release, documentation of progress and outcomes, seminars, conferences and forums, networking activities and social media. The plan is updated periodically to assure its matches the project's objectives.	- A dissemination plan is prepared and available to all project partners. - The dissemination plan is presented to all project partners.
7.2	Development of IRIS portal	12/2012	04/2014	Israel (UK, Belgium, Italy, Germany, Austria, the	The IRIS Portal is launched and functioning as a center for communication, collaboration, sharing of knowledge and management. The IRIS project web portal is regularly updated with reports of ongoing developments in the project, and includes a	- IRIS website: http://www.hit.ac.il/sites/en/iris is launched. - Project partners have usernames and passwords

				Netherlands, Poland).	download center where selected IRIS materials (such as the internationalization strategic plans, IROs guides, and workshops manuals) can be downloaded.	to access project materials. - Project materials are uploaded to the website. - Project materials can be downloaded by the project partners. - The project contact list is available on the IRIS portal.
7.2	Creation of IRIS materials: logo and templates.	12/2012	04/2014	Israel (UK, Belgium, Italy, Germany, Austria, the Netherlands, Poland).	The IRIS project has a logo that is used in each one of its publications, including presentations and other documents. The project has updated templates for power point presentations and for word documents that include the partners' logos and the IRIS logo.	- IRIS Logo: . - *.ppt and *.doc templates are available to IRIS partners.
7.2	Publication of IRIS newsletter	12/2012	04/2014	Israel (UK, Belgium, Italy, Germany, Austria, the Netherlands, Poland).	A project newsletter that reports on the ongoing activities periodically was launched and is distributed periodically. Each newsletter incudes an introduction, a review of the tasks completed and/or the events performed, an information about the next events: programs and practical information, and a concluding section of "share with us . . . " that presents relevant information, links, and updates.	- Ongoing publication of informative newsletters (currently, 6 volumes at least once a month). - Number of project stakeholders that receive the newsletters (currently more than 100).
7.3	Creation and dissemination of brochures and flyers.	12/2012	04/2014	Israel (UK, Belgium, Italy, Germany, Austria, the Netherlands, Poland).	An IRIS project info book that includes information about the project and the partners was printed and distributed to the partners. A concise version in Hebrew was prepared at the initiation phase of the project. A comprehensive version in English was printed at the beginning of the project. A publication on internationalization of the curriculum was written by Dr. Sheila Trahar and distributed to the project stakeholders. It is available in English, Hebrew and Arabic at the	- An IRIS info book was printed and distributed to all project partners. - A publication on internationalization is printed and available to all project stakeholders in three languages.

					IRIS portal.	
7.4	Internal dissemination activities in partner colleges	10/2013	04/2014	Israeli Colleges	Each one of the colleges has developed a program to disseminate internationalization in the campus by internal seminars and meeting. These seminars are aimed to present and discuss aspects of internationalization to students, graduates, faculty and staff.	- Number of internal seminars and meetings in each of the Israeli partner colleges.

Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
7.1	Development and implementation of dissemination plan	05/2014	10/2015	Israel (UK, Belgium, Italy, Germany, Austria, the Netherlands, Poland).	Beit Berl College, WP 7 Leader, will update the dissemination plan to be relevant and to be aligned with the project's activities.	- An updated dissemination plan is prepared and available to all project partners.
7.2	Maintenance and update of IRIS portal	05/2014	10/2015	Israel (UK, Belgium, Italy, Germany, Austria, the Netherlands, Poland).	The IRIS Portal will function as a center for communication, collaboration, and sharing of knowledge and management. The IRIS project web portal will be updated with reports of ongoing developments in the project, and will enable download of IRIS materials.	- IRIS website: http://www.hit.ac.il/sites/en/iris is launched. - Project partners have usernames and passwords to access project materials. - Project materials are uploaded to the website. - Project materials can be downloaded by the project partners.
7.2	Publication of IRIS newsletter	05/2014	10/2015	Israel (UK, Belgium, Italy, Germany, Austria, the Netherlands,	IRIS newsletters will be published and distributed to the project stakeholders on a regular basis. The newsletters will include informative information regarding the project and its results and will offer opportunities to share knowledge.	- Ongoing publication of informative newsletters - Number of project stakeholders that receive the newsletters.

				Poland).		
7.3	Creation and dissemination of brochures and flyers.	12/2012	04/2014	Israel (UK, Belgium, Italy, Germany, Austria, the Netherlands, Poland).	An updated version of the IRIS project info book will be printed and distributed to the partners and other stakeholders. Additional printing materials that describe internationalization options and opportunities in each one of the partner colleges will be prepared, printed and distributed in international conferences.	- Updated IRIS info book will be printed and distributed to all project partners. - IRIS booklet that includes internationalization options and opportunities will be distributed in international conferences.
7.3	Creation and dissemination of a short film.	05/2014	10/2014	Israeli Colleges	A short film that will present the IRIS project, its outcomes and the partners will be produced. The short film is aimed to promote the idea of internationalization of higher education, in particular in colleges in Israel, and eventually also in the Israeli education system in Israel in general. The film will be a few seconds long and include a presentation of the project with optional additions for each one of the colleges. The film will be available on the Interne (YouTube) and will be displayed in marketing occasions.	- Number of viewers on YouTube (and/or additional technological tools).
7.4	Internal dissemination activities in partner colleges	05/2014	10/2015	Israeli Colleges	Each one of the colleges will continue to disseminate internationalization in the campus by internal seminars and meeting. These seminars are aimed to present and discuss aspects of internationalization to students, graduates, faculty and staff.	- Number of internal seminars and meetings in each of the Israeli partner colleges.
7.5	IRIS National Conference	06/2015	06/2015	ORT Braude College of Engineering, Israel.	A national conference will be organized for the Israeli higher education community to introduce the project's concept, goals and achievements. The goal of the conference is to promote the colleges' international activities and the colleges' profile among prospective students, the Higher Education community and the general public.	- Number of participants in the national conference from each one of the target communities.
7.6	IRIS International	09/2015	09/2015	European	An international conference will be organized for	- Number of European

	Conference			Foundation for Management Development, Belgium.	the European higher education community to introduce the IRIS project's achievements and to promote interest among European institutions, faculty and students in participating in exchange programs with Israel academic colleges.	participants and number of institutions participating in the international conference. - Number of participants from the Israeli Colleges.

Changes that have occurred in this result since the original proposal:

WP7 scope was changed to include the option of producing a short film that will present the project, its results, and the partner colleges' internationalization activities. In addition, two academic papers describing the project were written: one was accepted for publication and the second is under review. Additional dissemination activities include participation in academic and professional conferences, where the project partners present the project and their experience n internationalization.

Please add as many tables as necessary

Title and reference number of the work package (WP)	***WP8: Exploitation and Sustainability***

Indicators of achievement and or/performance as indicated in the project proposal	*8.1 Development of sustainability plan focused on means of ensuring post-project funding of internationalization activities and IROs in colleges.* *8.2 Establish a college-wide task force in each partner college as an organizational mechanism to facilitate the development and institutionalization of internationalization initiatives, with the participation of faculty, administrators and students.* *8.3 Development of faculty mentoring program – for modelling best practices for international activities and curriculum internationalization to be delivered in partner college.* *8.4 External sustainability activities: Formation of a national internationalization network and an advocacy campaign – aimed at persuading decision-makers in colleges as well as in the higher education system to support the widespread introduction of internationalization to academic colleges.*

Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
8.1	Development of a sustainability	02/2014	08/2014	Israel (UK, Belgium, Italy, Germany, Austria, the Netherlands, Poland).	Sapir Academic College, the leader of WP8, is in the process of developing a sustainability plan for the IRIS project. The guidelines were presented during the 2nd consortium meeting, and further discussions are conducted and managed by Sapir Academic College.	- A sustainability plan is prepared and available to all project partners. - The plan is presented to all project partners.

Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
8.1	Development of a sustainability	02/2014	08/2014	Israel (UK, Belgium, Italy, Germany, Austria, the	Sapir Academic College, the leader of WP8, is in the process of developing a sustainability plan for the IRIS project. The guidelines were presented during the 2nd consortium meeting, and further discussions are conducted and managed by Sapir	- A sustainability plan is prepared and available to all project partners. - The plan is presented to all project partners.

				Netherlands, Poland).	Academic College.	
8.2	Development of an international task force	10/2014	09/2015	Israeli Colleges.	A college-wide task force will be established in each partner college as an organizational mechanism to facilitate the development and institutionalization of internationalization initiatives, with the participation of faculty, administrators and students. The project partners will cooperate to submit additional proposals for project on internationalization within the Erasmus+ program or similar.	- Number of participants from each partner college at the task force. - Submission of proposal(s) for new project(s) on internationalization.
8.3	Development of a mentoring program for academic faculty	03/2015	09/2015	Israeli Colleges.	A faculty mentoring program for academic faculty will be established, based on the workshops and toolkits developed during the project.	- Number of faculty members in each one of the partner colleges that participate in the mentoring program.
8.4	Development of an internationalization network roadmap	08/2014	09/2015	Israeli Colleges.	The network will be designed as a national network of stakeholders (IRO staff members, faculty members, students) in academic colleges, which will be integrated into national (e.g. universities' IROs) and international networks.	- Number of members in the network from each one of the partner colleges. - Number of HEIs that are not part of the IRIS project but function as part of the network.
8.5	Development of advocacy materials and advocacy campaign	11/2014	10/2015	Israeli Colleges.	The advocacy campaign is aimed at persuading decision-makers in colleges as well as in the higher education system to support the widespread introduction of internationalization to academic colleges.	- Number of Presidents and other decision-makers in colleges support internationalization. - Number of HE system decision-makers support internationalization in colleges.

Changes that have occurred in this result since the original proposal:

WP8 scope remains as planned.

Please add as many tables as necessary

Title and reference number of the work package (WP)	***WP9: Project Management***

Indicators of achievement and or/performance as indicated in the project proposal	*9.1 Set-up the management infrastructure (committees, procedures, project management tools, etc.)* *9.2 Ensure that the grant agreement is implemented as planned, providing overall contractual coordination.* *9.3 Provide financial and contractual management of the consortium.*

Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
9.1	Project coordination and communication	10/2012	04/2014	Israel, UK, Belgium, Italy, Germany, Austria, the Netherlands, Poland.	The project communication plan was prepared at the beginning of the project. Each one of the project partners has assigned a representative for the IRIS project who coordinates the project implementation in the institution. An updated contact list is managed by the project coordinator and is available for the project partners at the website. A periodically newsletter is published to all project stakeholders. A series of meetings were conducted, including 2 consortium meetings, 1 meeting of the partner colleges Presidents and 1 dissemination meeting. The communication with the partners is supported by emails correspondence, and telephone and Skype conversations. For every one of the professional and training workshop there is a significant attendance by each one of the relevant project partners.	- Number of consortium (2) and/or project partners (2) meetings. - Number of participants in the meetings and workshops (2-3 representatives from each partner institution in every relevant meeting/workshop). - Availability and access to the project portal (67% good or excellent evaluation of the IRIS portal). - Number of newsletter volumes (6) published. - Partners' satisfaction of the communications management in the project.
9.2-9.3	Administrative and financial management	10/2012	04/2014	Israel, UK, Belgium,	Half year reports are prepared on administrative and financial management activities, including the	- GA (General Assembly) and EB (Executive

	& Project monitoring and control			Italy, Germany, Austria, the Netherlands, Poland.	distribution of partners' shares, organization of project meetings, internal and contractual periodic reporting of the project progress and the timely production of deliverables according to project milestones and indicators. The IRIS project had undergone significant organizational changes as Holon Institute of Technology withdrew from the project. ORT Braude College of Engineering took its place. In addition, the Ministry of Foreign Affairs left the consortium and ORT Hermelin Academic College of Engineering & Technology and Università Cattolica del Sacro Cuore joined the consortium, and the European Centre for Strategic Management of Universities was merged into the European Foundation for Management Development. All the partners agreed to the changes and signed an approval letter which was sent, with new Mandates, to the Agency in Brussels. The process takes several months. Meanwhile the money transferred at the first payment is in Holon Institute of Technology's bank account with a very limited access by the IRIS management and partners. A risk management plan was prepared at the beginning of the project and is under review on a periodically manner, including updates as required.	Board) meetings are conducted and documented. - Half year financial and performance reports are submitted by all the project partners on time (04/2013; 10/2013; 04/2014). - Partners' satisfaction of the overall management of the project (67% feel satisfied with how the IRIS project is moving forward). - Budget is used according to Tempus guidelines, and financial reports are reviewed by the coordinator periodically. - Not all the project partners received their share of the project budget on time. - Every change in the project budget plan is approved by the coordinator. - Submission of a detailed intermediate report by the project coordinator on time, following a review and approval by all project partners.
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Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
9.1	Project coordination and communication	05/2014	10/2015	Israel, UK, Belgium, Italy, Germany, Austria, the Netherlands, Poland.	The project communication plan will be updated. Each one of the project partners will have a representative for the IRIS project who will coordinate the project implementation in the institution. An updated contact list will be managed by the project coordinator and will be available for the project partners at the website. A periodically newsletter will be published to all project stakeholders. A series of meetings will be conducted, including 2 consortium meetings, 2 meeting of the partner colleges Presidents and 1 sustainability meeting. The communication with the partners will be supported by emails correspondence, and telephone and Skype conversations. For every one of the professional and training workshop there will be a significant attendance by each one of the relevant project partners.	- Number of consortium and/or project partners meetings. - Number of participants in the meetings and workshops. - Availability and access to the project portal. - Number of newsletter volumes published. - Partners' satisfaction of the communications management in the project.
9.2-9.3	Administrative and financial management & Project monitoring and control	05/2014	10/2015	Israel, UK, Belgium, Italy, Germany, Austria, the Netherlands, Poland.	GA (General Assembly) and EB (Executive Board) meetings will take place and documented as planned, during the consortium meetings. Half year reports, on administrative and financial management activities will be prepared by each one of the project partners and submitted on time to the coordinator. A risk management plan will be updated on a periodically manner.	- GA (General Assembly) and EB (Executive Board) meetings. - Half year financial and performance reports submitted by all the project partners on time (10/2014; 05/2015; 10/2015). - Partners' satisfaction of the overall management of the project. - Budget will be used according to Tempus guidelines, and financial

						reports will be reviewed by the coordinator periodically. - All the project partners will receive their share of the project budget on time. - Submission of a detailed final report by the project coordinator on time, following a review and approval by all project partners.
						-

Changes that have occurred in this result since the original proposal:

WP9 involves several changes derived from the organizational changed that the IRIS project experienced. The project budget is currently managed by Holon Institute of Technology, which is not an active member of the consortium any more. The project partners might encounter, in the near future, difficulties with regard to budget issues. However, the IRIS project management team cannot take actions as the updated Grant is under preparation by the Agency in Brussels. All the partners of the project wish to complete this process ASAP in order to continue with the project as planned and to continue developing internationalization activities in the colleges.

Please add as many tables as necessary

Summary Report for Publication

Project title

IRIS - Fostering Academic International Relations in Israeli Colleges to promote education, research and innovation

Objectives

The IRIS project goals are: to foster academic International Relations in Israeli Colleges, to promote education, research and innovation; and to improve the academic quality as well as the status and competitiveness of public colleges vis-à-vis universities and private colleges through the development of internationalism capabilities and culture at the colleges.

The IRIS project Objectives are:

1. Development of a strategic plan for internationalization of academic colleges, taking into considerations national context, societal interests and the diversification, constraints and priorities of academic colleges in Israel.
2. Infusing colleges' campuses with an international perspective and encouraging the engagement of faculty, administrators and students in the internationalization agenda.
3. Development and delivery of training for international relations professionals in the partner colleges.
4. Establishment of International Relations Offices (IRO) in the partner colleges.
5. Development of pilot activities by the trained local IRO teams.
6. Establishment of a network of IROs for advocacy of internationalization programs, the transfer of best practices, and further collaborative initiatives.

Outcomes

IRIS outcomes are:

1. Internationalization capacity building for IRO staff, faculty and administrators in colleges;
2. Cultivating international orientations and attitudes and encouraging international involvement among colleges' faculty, administrators and students;
3. Increasing the colleges' access to the global academic environment;
4. Improving the quality and innovation of teaching, learning and research in colleges;
5. Strengthening the institutional prestige, attractiveness and competitiveness of colleges and reducing the gap between colleges and universities in Israel.

Activities

The activities that had been completed during this first intermediary period are:

One Israeli partners' kick-off meeting:
October 11, 2012, Holon Institute of Technology, Israel. An introduction of the Israeli partners and a review of the project, its scope, schedule and budget.

Two consortium meetings:
February 18-19, 2013, Holon Institute of Technology, Israel. An introduction of the IRIS project partners, a financial workshop a review of concepts of internationalization in higher education. General Assembly and Executive Board meeting.

October 21-23, 2013, Technische Universität Berlin, Germany. An update on the IRIS project progress and discussions regarding the implementation of the following activities. A workshop on strategies for internationalization. General Assembly and Executive Board meeting.

One Presidents meeting:
December 5, 2013, ORT Hermelin Academic College of Engineering & Technology, Israel. A presentation of the Tempus IRIS project status, a discussion about the major impediments and challenges, and a discussion on internationalization strategies in Israeli colleges and internationalization strategy for colleges on a national level.

One dissemination meeting:
March 19, 2014, Beit Berl College. Israeli partners discussed dissemination tools and optional media channels, including the possibility of producing a shot film on the IRIS project, its results and the partner colleges' opportunities for internationalization activities.

Benchmark study visits:

April 2013 – June 2013 European partner universities. Israeli partner colleges' representatives visited European partner universities to learn about implementing internationalization and establishing International Relations Offices.

Two internationalization strategic plan workshops:
June 19-20, 2013, Al Qasemi Academic College of Education, Israel. 1st workshop on Internationalization Pathways and Opportunities, to introduce the process of strategic planning and tools for strategic planning, and to present examples of internationalization strategies.

August 27-28, 2013, Shenkar College of Engineering, Design and Art, Israel. 2nd workshop on vision, strategy and implementation, to support the colleges in the development of strategic plans, by presenting the preliminary drafts, discussing stakeholder management and implementation process, and by understanding the role of quality assurance in the implementation of an international strategic plan.

Two internationalization of the curriculum workshops and a publication on Ioc:
November 18-20, 2013, Kaye Academic College of Education, Israel. 1st workshop to understand the higher education landscape, introduce perspectives on learning and teaching in higher education, and to discuss diversity, intercultural and multicultural competencies.

January 28-30, 2014, Beit Berl College, Israel. 2nd workshop to present and discuss development of internationalization of the curriculum in the partner colleges, to present the process of internationalising the curriculum in specific disciplines focusing in particular on her own experience and expertise in education but also sharing material from other disciplines including technology and engineering, and to provide templates in order to facilitate the process of developing an internationalized curriculum and 'cascading' this process within organisations.

December 2013. Dr. Sheila Trahar, from the University of Bristol has written a publication on internationalization of the curriculum: concepts and working practices that is designed to complement the WP3 workshops. It was translated from English to Hebrew and Arabic and all three versions are available on the Tempus IRIS website.

Two IRO (International Relations Office) training – managing internationalization workshops:
February 3-5, 2014, Sapir Academic College, Israel. 1st workshop focused on moving from the planning to the implementation stages of internationalization.

March 3-5, 2014, Università Cattolica del Sacro Cuore, Italy. 2nd workshop, included institutional visit to understand organisation and implementation of internationalization, by visiting Italian Universities: Università Cattolica del Sacro Cuore and the Politecnico di-Milano.

Three financial and performance reports submitted by the partners:

April, 2013; October, 2013; and April, 2014. Financial reports and performance reports were submitted by each one of the IRIS project partners to the coordinator.

Progress to date

Requirement analysis:

Results of a students' survey (N=1,650) in seven partner Israeli colleges to analyse requirements, perceptions and preferences. Analysis of interviews with colleges' directors to analyse motivation for internationalization.

Internationalization Strategic Plans:

Each one of the partner colleges had developed a strategic plan for internationalization that is aligned to the institution strategy and vision.

Internationalization of the Curriculum:

Each one of the partner colleges prepared plans to cascade internationalization of the curriculum to the different constituencies – academic staff, administrators, students – within their institutions.

International Relation Offices:

The partner colleges are in the process of establishing or expanding the institutional IRO. In addition, several collaboration and cooperation agreements had been signed between IRIS Israeli and European partner institutions.

Dissemination:

The IRIS partners have been disseminating their results to date through participating in national and international conferences, and by publishing academic papers and professional articles.

Management:

Ongoing project management activities including coordination, communication, financial and administrative tasks.

Future developments

Each one of the Israeli partner colleges' internationalization strategic plans will be implemented by the establishment and/or expanding of an International Relations Office (which will be supported by three additional IRO training workshops, one in WUT, one in PHK, and one in YVC) and by cascading internationalization in the curriculum (which will be supported by an additional workshop in OBC). The colleges' internationalization activities will be monitored by European partners (which will be supported by on-site visits and a summary meeting).

Further cooperation activities between Israeli colleges and European Universities will be developed through exchange and joint special programs. Internationalization will be disseminate to other Israeli colleges and to higher education institutions.

Other remarks

Tempus IRIS project is still in the process of completing the organizational change procedures. Some of the administrative and procedural aspects are handled by stakeholders which are beyond the consortium. Therefore, the IRIS management can't control its progress. However, this issue is critical for the continuation of the project.

This financial report is based on the partners' submissions and it assumes that no transactions were made in the relevant bank account at Holon Institute of Technology without updating the project manager and/or the financial department at ORT Braude College of Engineering. In addition, this report does not include actual costs that were made by the UCSC, OHC, and OBC during the last months because those institutions didn't receive any actual budget, yet. Although they receive approval by the Tempus Officer at the Agency to be reimbursed once the legal and administrative issues will be completed.

In addition, IRIS team requested an extension of its program from October 14, 2015 until November 14, 2015 due to schedule issues of the 4th consortium meeting. The Agency asked to resubmit the request at a later date.

STATEMENT OF THE COSTS INCURRED

Tempus project N° 530315

- **Column "1. Project Costs" and Column "3. Project Finance": please input the estimated budget of the project as indicated in Annex II of your Grant Agreement or in subsequent amendments to Annex II.**
- **Columns under "2. Project Expenditure to date": please indicate the expenditure made to date (paid directly from the Tempus grant and/or co-financed). The declared amounts must represent AMOUNTS ACTUALLY PAID (meaning that a disbursement has been made) and NOT committed amounts.**
- **"Bank interest" is to be declared if it represents a significant amount, and must be included in the Final Report (see Article II.16.4 of the Grant Agreement).**

		1. PROJECT COSTS € Estimated budget of the project (Annex II)	2. PROJECT EXPENDITURE TO DATE €		
			Declared Paid from Tempus	Declared Co-financed	TOTAL Declared
I	Staff costs	466,167.00	150,297.51	34,689.96	184,987.47
II	Travel costs and Costs of Stay	496,220.00	77,929.88	1,255.06	79,184.94
III	Equipment	39,900.00	12,882.83	69.12	12,951.95
IV	Printing and publishing	61,800.00	8,193.34	2,436.96	10,630.30
V	Other costs	66,500.00	11,238.54	1,765.44	13,003.98
VI	Indirect costs[1]	79,141.72	9,706.11		9,706.11
			Total	Total	TOTAL
	TOTAL ELIGIBLE COSTS[2] (I.4.2)	1,209.737.72	270,248.21	40.935.54	310,464.75

	3. PROJECT FINANCE €
Co-financing	122,358.00
Total from the Tempus grant	1,087,379.72
TOTAL PROJECT FINANCE (I.4.2)	**1,209,737.72**
Bank interests	8.58

REQUEST FOR PAYMENT

In accordance with Articles I.5 and II.15 of the Grant Agreement of this project, I hereby confirm that (please tick the appropriate box):

☐ **I have already spent 70%** of the first installment of pre-financing, and thus **request** the second installment of pre-financing to the following bank account: ***IBAN***[3] _____

☒ **I have not yet spent 70%** of the first installment of pre-financing, and thus **do not** request the second installment of pre-financing.

Date and signature of the **legal representative** of the co-ordinator (institution):

Date: 9/4/2014 **Signature:** [signature]

Holon Institute of Tehnology H.I.T. (R.A.)

[1] Indirect costs may not be co-financed (section 8.4, Guidelines for the use of the grant).

[2] As indicated in art. I.4.2 of the Grant Agreement.

[3] BIC code for countries where the IBAN code does not apply.

ACKNOWLEDGEMENT OF RECEIPT

Your name: Dr. Vered Holzmann (or Dr. Samar Marei)		
Complete address: 51 Snunit st. P.O.Box 78		
IL (ISRAEL)	2161002	Karmiel
Country code	Postal code	City

This page of the form will be returned to you on receipt of your Intermediate Report. Therefore please enter your name and address in the box above. Please remember to send in this page with each of your reports.

For internal use only

Tempus Project No. 530315

under the Tempus programme.

Yours sincerely,

Done at ....., Date .....

CHECK-LIST

WHAT INFORMATION NEEDS TO BE SENT?

- ☑ **Declaration, duly signed by the contact person and the legal representative of the co-ordinator (institution) – Annex IV/2**
- ☑ **Report on implementation of the project – Annex IV/3-5**
- ☑ **Statistics and Indicators – Annex IV/6-8**
- ☑ **Table of achieved/planned results – Annex IV/9-10**
- ☑ **Summary Report for Publication – Annex IV/11**
- ☑ **Statement of the costs incurred and Request for Payment – Annex IV/12**
- ☑ **Acknowledgement of receipt – Annex IV/13**