



## Erasmus + HARMONY

Development of approaches to harmonization  
of a comprehensive internationalization strategies in higher  
education, research and innovation at EU and Partner Countries

Miguel Angel ADAME MARTINEZ  
Alla AKULSHINA

Co-funded by the  
Erasmus+ Programme  
of the European Union





## CONTENTS

Prologue	5
INTRODUCTION :ABOUT THE PROJECT	8
1. Justification: EAST AND WEST EUROPE action plans for the internationalization of higher education	12
2. An Erasmus + project: project phases	16
3. Members of the Project Consortium	34
4. Analysis of national policies in higher education and research	43
5. Analysis of level of internationalisation of higher education - Level of Internalization of higher education in Partner universities	93
- Analysis of internalization of higher education in Armenia	95
- Analysis of internalization of higher education in Russia	114
- Analysis of internalization of higher education in Belarus	144
6. Framework of Internationalisation strategy	170
7. Tool kits for harmonization of internationalization strategies	186
8. Epilogue	271
9. Thanks	272
10. Annex -Framework of Action Plan of Internationalisation (case studies)	273