

MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY



INTERNATIONALIZATION POLICY

March 2024

FOREWORD

Mbeya University of Science and Technology is an institution of higher learning endeavouring to lead in science and technology. It expects to become the centre of excellence for academics, research and consultancy and put itself in a position where internationalization helps meeting its objectives. Among other strategies, MUST's vision will be fulfilled by building and maintaining a welcoming culture for international exchanges and attracting excellent students, researchers, staff and visitors. While continuing to be at the forefront in advocating its primary mission of offering high-quality education, research and public services, MUST has to open up its wings internationally to learn, benchmark and contribute to the international community as well.

MUST sincerely prioritizes the goal of internationalization in creating the institutional values embraced with the awareness of the World's transformation. Internationalization Policy has been intentionally established to develop and strengthen the University's intellectual capital and organizational capacity. Developing an Internationalization Policy will provide a chance for all departments at the University to have a common path that will guide the implementation of the MUST's international mission.

With the above perspective, this Policy serves to facilitate the internationalization of MUST in order to realize the potential and benefits of a global institution. It sets out principles that will guide MUST in managing international matters to create a climate that provides a home not only for locals but also for international students, scholars and visitors. This Policy is to be read in conjunction with the MUST External Links Policy.

Prof. Aloys N. Mvuma

Vice Chancellor

March 2024

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LIST OF ABBREVIATIONS

DVC-ARC	Deputy Vice Chancellor - Academic, Research and Consultancy
DVC-PFA	Deputy Vice Chancellor - Planning, Finance and Administration
DICU	Director of Internationalization and Convocation Unit
EL	External Links
FTC	Full Technicians at Certificate Level
HoD	Head of Department
ICU	Internationalization and Convocation Unit
ICUC	Internationalization and Convocation Unit Committee
ICT	Information and Communication Technology
ILLM	Industrial Linkage and Labour Market
MIST	Mbeya Institute of Science and Technology
MTC	Mbeya Technical College
MUST	Mbeya University of Science and Technology
MUSTASA	MUST Academic Staff Association
P/College	College Principal
TCU	Tanzania Commission for Universities
VC	Vice Chancellor

DEFINITION OF KEY TERMS AND CONCEPTS

(i) Alumni

A person who is a former student or graduated from the Mbeya University of Science and Technology (MUST).

(ii) Collaboration

A partnership engagement between two or more parties sharing a similar vision aimed at reaching a common goal by developing and implementing a mutually agreed task while each party maintaining its respective agendas and identities.

(iii) External Links

The University connectivity and linkages with the local, national, regional and international communities.

(iv) Intercultural

Describes communities in which there is a deep understanding and respect for all cultures.

(v) Internationalization

The process of integrating an international dimension into the research, teaching and public services of the University education.

(vi) Internationalization of Curriculum

A curriculum that gives international and intercultural knowledge and abilities aimed at preparing students for performing (professionally, socially, and emotionally) in international and multicultural context.

(vii) Policy

A deliberate system of principles to guide decisions and achieves rational outcomes.

(viii) Public engagement

The myriads of ways in which the activity and benefits of higher education and research can be shared with the public.

(ix) Scholar

This is a learned person. Someone who by long study has gained mastery in one or more disciplines.

CHAPTER ONE

BACKGROUND INFORMATION

1.1 Introduction

The history of Mbeya University of Science and Technology (MUST) dates back from 1986 when Mbeya Technical College (MTC) was established by the Government of Tanzania for the purpose of training Full Technicians at Certificate Level (FTC) under the Russia - Tanzania Training Support. The College existed up to mid-2005 offering programmes in the fields of architecture, electrical engineering, civil engineering and mechanical engineering. In July 2005, MTC was transformed into a comprehensive multi-disciplinary Mbeya Institute of Science and Technology (MIST) through the National Council for Technical Education (NACTE) Establishment Order 2004.

The transformation was a government move towards strengthening the College to become a fully-fledged University. Mbeya Institute of Science and Technology registered several achievements including the restructuring of FTC programmes to Ordinary Diploma programmes and the introduction of Undergraduate Degree programmes which eventually lead to the expansion of students' enrolment. Following these achievements, on 29th March 2012 after being issued with a University Provisional License by Tanzania Commission for Universities (TCU), the Institute was transformed to a fully-fledged University namely Mbeya University of Science and Technology (MUST). The University was granted Mbeya University of Science and Technology Charter 2013 on 20th August 2013.

MUST is striving to become a leading centre of excellence for academics, research and consultancy and puts itself in a position where internationalization helps meeting its objectives. To develop professional skills in science, technology, engineering and other related fields, MUST cannot remain insular in a world where higher learning institutions are adopting a global culture.

1.2 MUST Vision

The Vision of MUST is to become the leading centre of excellence for knowledge, skills and applied education in science and technology.

1.3 MUST Mission

The Mission of Mbeya University of Science and Technology is to develop academically, technologically and socially competent students, staff and other stakeholders who will be responsive to the broader needs and challenges of the society.

1.4 Situational Analysis

The MUST Corporate Strategic Plan (2022/2023 – 2026/2027) pinpoints several strengths, weaknesses, opportunities and challenges for the University to realize its vision and mission. MUST has teaching, research and community engagement missions carefully crafted to guide preparation of graduates. In each of these core areas, the University has developed policies and frameworks to guide associated activities. In the present world of inflated global interactions, policy and guidelines are required on how MUST should interact with global and local students, staff, agencies, governments and the industry. Furthermore, recruitment of good University staff and students in a globalized world, where there is a free flow of information on nearly everything, will depend on how MUST is faring and comparing in the global context. To attain University's internationalization vision, the February 2022 revised organizational structure integrated the Internationalization and Convocation Unit (ICU) headed by a Director under the Office of the Vice Chancellor to coordinate all matters with regard to internationalization initiatives and activities.

On the above grounds, the environment that graduates of the MUST face in the course of their learning and upon graduation including changing patterns of global interaction, global trade, politics, cultural interactions, labour requirements, labour mobility and fluidity, regional and international level agreements call for the University to embrace an international outlook. MUST

needs to not only polish its curricula but also staff compositions, quality of graduating classes, campuses, links and research networks. MUST is a young University striving to create its name in the landscape of higher education. Therefore, initiatives and strategies are required to brand its position in the international space.

Worldwide, the higher education landscape is increasingly and rapidly changing and MUST cannot afford to leave matters in the hands of market forces. The University is required to strategically attract international researchers, research funds, international partners, academy corporate relationships, postgraduate research students, postdoctoral fellows and similar scholars. These can be achieved by introducing a well thought-out and strategically aligned Internationalization Policy.

1.5 Justification

To ensure that MUST enriches the Tanzanian experience for scholars and researchers coming to our University, the Internationalization Policy to guide such interactions is inevitable. The purpose of this Policy is therefore to laydown tools for regulating internationalization activities and make MUST more competitive in the global education and knowledge exchange.

Internationalization Policy will provide a roadmap for the University development for significant changes in the scientific and educational activities. Furthermore, the implementation of this Policy will prepare students to become world leaders who can work across languages, cultures, and borders to solve shared global challenges.

CHAPTER TWO

POLICY INTRODUCTION

2.1 Introduction

The Internationalization Policy encompasses everything the University community does to meet the personal, social and learning needs of international students, scholars and researchers. MUST is committed to assisting international students and staff pursue and achieve their academic endeavours in a socially friendly and internationalized environment.

2.2 Policy Vision

To become center of excellence that prepares interculturally and globally competent graduates, generates internationally recognized academic programmes, research and innovation activities addressing significant global issues and fosters public engagement linking MUST worldwide.

2.3 Policy Mission

To meet its internationalization vision, the University will:

- (i) Create academic programmes that enhance the global and intercultural perspectives of MUST community and meet critical universal needs;
- (ii) Prepare students with knowledge, skills and attitudes to become globally and interculturally competent graduates;
- (iii) Formulate University campuses that embrace global and intercultural perspectives;
- (iv) Link nationally and internationally through strategic collaborations with other reputable universities, community-based opportunities and public services;
- (v) Establish research, scholarship and creative activities globally;
- (vi) Strategically establish students-exchange and overseas

internships programmes;

- (vii) Promote staff-exchange programmes;
- (viii) Enter into joint/dual degree programmes with world-class universities;
- (ix) Work proactively in developing and sustaining international recruitment, networks and strategies; and
- (x) Inclusion of internationalization as an institutional goal in all MUST mission statements.

2.4 Goal

The goal of this Policy is to support and coordinate departments and units in the internationalization initiatives and prepare MUST internationalization framework.

2.5 General Objective

The general objective of this Policy is to establish a framework for the development and integration of internationalization in the University's structure that enhance the global and intercultural perspectives. It is in line with the following specific objectives:

- (i) To coordinate strategies of internationalization activities;
- (ii) To lay out an institutional structure for the development of MUST internationalization tools;
- (iii) To lay down road map on how MUST will enhance its international competitiveness;
- (iv) To provide guidance on forming strategic partnerships for enhancing resource mobilization;
- (v) To provide guidance and procedures for building the University into a world-class institution;
- (vi) To provide meaningful global ambient and learning pathways for

all MUST students to enable them develop essential global perspectives at all campuses; and

- (vii) To develop a comprehensive enrollment roadmap for international undergraduate and graduate students.

2.6 Policy Philosophy

The philosophy of Internationalization Policy is to promote a welcoming culture for international exchanges and attract excellent students, researchers, staff and visitors to enhance University reputation towards a world-class higher learning institution.

2.7 Policy Scope

Internationalization applies to and integrates across curriculum content and development, research and scholarship, student orientation and experience, staff and staffing, community service delivery, and a guiding context of our work and values in the University. This approach provides an explicit recognition of the overarching academic context, regulatory framework for quality and partnerships and the scope of the line of work the University operates through. It applies to all staff, students and members of the University decision-making or advisory bodies. It also provides a framework for the University's partner providers to operate in when they are dealing with University programmes.

CHAPTER THREE

POLICY ISSUES, STATEMENTS AND STRATEGIES

3.1 Introduction

This chapter provides key issues that need to be addressed so as to promote internationalization initiatives at the University. Each policy issue(s) category has policy statement(s) and strategies to be focused. The policy statements and strategies have been benchmarked on experiences from other similar public institutions.

3.2 Policy Issue: Integrating Internationalization Initiatives in MUST Functions and Operations

MUST lacks conducive environment for internationalization activities to take roots. This goes in line with limited awareness and understanding of internationalization for the majority of the MUST community.

3.2.1 Policy Statements

The University shall:

- (i) Align its policies, regulations, bylaws, frameworks, plans or programmes to include internationalization requirements; and
- (ii) Deliberately develop internationalization awareness programmes across its campuses.

3.2.2 Strategies

The University shall:

- (i) Mainstream internationalization in all MUST activities.
- (ii) Raise the understanding and value of internationalization to the MUST community.
- (iii) Disseminate the Internationalization Policy widely for the MUST community to understand and implementation.

3.3 Policy Issue: Establishing International Strategic Collaborations

Currently, MUST has limited strategic academic and research collaborations with other institutions from the international community. Apart from academic institutions, the matter extends to inadequate and uncoordinated linkages with government, agencies and private sector corporations across the world.

3.3.1 Policy Statements

The University shall:

- (i) Champion international collaboration in scientific and scholarly endeavours with other institutions globally; and
- (ii) Encourage and support the departments to establish and maintain strategic collaborations and increase international co-authorship of publications.

3.3.2 Strategies

The University shall:

- (i) Encourage, reward and celebrate departments and individual staff who secure and maintain strategic international collaborations;
- (ii) Maintain an up-to-date database of all international collaborative initiatives; and
- (iii) Increase the number of postgraduate, post-doctoral research students and visiting professors to participate in interdisciplinary initiatives to increase research outputs, inventions and innovations.

3.4 Policy Issue: Internationalization of MUST Curricula

There has been inadequate incorporation of international, intercultural and/or global dimensions into the content of the curricula and teaching and learning supporting services of all programmes.

3.4.1 Policy Statements

The University shall:

- (i) Align curricula with other institutional initiatives by creating an international supportive and inclusive environment; and
- (ii) Emphasize that all colleges ensure internationalization of their curricula.

3.4.2 Strategies

The University shall:

- (i) Conduct a MUST-wide curriculum audit to incorporate regional and global dimensions into the relevant courses and the mode of lecture delivery;
- (ii) Engage with the industry locally and internationally to identify the needs that are relevant for curriculum development and reviews; and
- (iii) Promote joint delivery of programmes and courses between MUST and other universities worldwide.

3.5 Policy Issue: Recruitment of Staff and Students

Currently the University lacks international students and staff.

3.5.1 Policy Statements

The University shall:

- (i) Conduct marketing of its programmes and services worldwide;
- (ii) Provide a conducive working and learning environment for international students and scholars; and
- (iii) Facilitate the provision of attractive programmes meeting international standards that accelerate learning and career growth.

3.5.2 Strategies

The University shall:

- (i) Develop a marketing strategy for its programmes through appropriate media outlets;
- (ii) Ensure that the learning environment is conducive for international students by providing the necessary learning resources and support services; and
- (iii) Regularly review its curricula to ensure that they comply with the international standards.

3.6 Policy Issue: Mobility and Exchange of Staff and Students

As a young University, MUST is required to enhance the global competitiveness of its students. Therefore, exposure to staff and students to different learning environments and perspectives is very essential.

3.6.1 Policy Statements

The University shall:

- (i) Involve staff and students in short- and long-term programmes for teaching, research and community services with other institutions; and
- (ii) Exploit mobility and exchange programmes opportunities for enhancing career growth and development of its staff.

3.6.2 Strategies

The University shall:

- (i) Facilitate accessibility of mobility programmes to staff and students from all backgrounds and study fields;
- (ii) Provide a favorable environment for the development and implementation of joint curricula with other universities abroad; and
- (iii) Establish a framework for identifying and selecting qualifying staff and students to engage in exchange and mobility programmes.

3.7 Policy Issue: Facilities and Supporting Systems for Internationalization

To strengthen the institutional commitment and the related governance structures, the University requires the following; human resources dedicated to international activities, finances and facilities; accommodations for both students and scholars; professional, accessible and responsive services, and supporting environments; environment for scholars to develop and expand their international awareness and networks; and supporting structures for international staff and postdoctoral fellows in collaboration with the relevant departments.

3.7.1 Policy Statements

The University shall:

- (i) Ensure the quality and adequate teaching facilities and supporting system;
- (ii) Ensure availability of decent accommodations for both local and international students and staff;
- (iii) Ensure the quality of online courses delivered as well as the reliability of the information given to prospective students; and
- (iv) To maintain and enhance world-class facilities at the University.

3.7.2 Strategies

The University shall:

- (i) Develop clear guidelines for the development of human resources, sustainable budgeting and quality of facilitates pertaining to internationalization programmes;
- (ii) Provide worldclass facilities and services, including accommodation and social amenities for international staff and students;
- (iii) Carry out prospective, institution-wide strategic thinking on the

possible future of ICT and its likely benefits for internationalization and carefully weigh the benefits and risks;

- (iv) Encourage strategic thinking on the pedagogic opportunities of ICT for the internationalization of institutions and anticipate the impacts of ICT on teaching styles, learning attitudes and environments, etc.; and
- (v) Develop research infrastructure to the level of international standards.

3.8 Policy Issue: Services to International Community

The need for MUST staff and students to provide services to the international community.

3.8.1 Policy Statements

- (i) MUST departments and units with a distinguished expert/staff shall provide expert services to the international community liaising with ICU.
- (ii) MUST departments and units shall engage in offering services to the international community through their established practices, expertise and where possible on outreach (pro-bono) basis.
- (iii) MUST units should provide expert advice on regional issues/events/draft policies, programmes, regulations etc. to help in decision making.

3.8.2 Strategies

The University shall:

- (i) Identify areas of contribution and modalities;
- (ii) Develop a mechanism for giving expert advice and opinion on global issues;

- (iii) Monitor issues or events that are happening regionally and globally;
- (iv) Provide expert guidance on global issues or events that affect the international community; and
- (v) Organize sessions to help the international community understand contexts of events and or policy on global ratification of agreements.

3.9 Policy Issue: Financing Internationalization Activities

Insufficient funds to facilitate internationalization activities.

3.9.1 Policy Statements

The University shall budget and manage funds for internationalization activities in any financial year.

3.9.2 Strategies

The University shall:

- (i) Integrate the functions and activities of internationalization activities in its annual plans and budgets; and
- (ii) Develop proposals to attract funding for internationalization activities from other sources outside the University annual budgets.

CHAPTER FOUR

POLICY COMMUNICATION AND IMPLEMENTATION

4.1 Introduction

Internationalization is an initiative with the concerns to the whole University. As such, it is the responsibility of the broader University community to implement the Policy. The institutional framework for communication and implementation of the MUST's Internationalization Policy is key to assist in developing tools for operationalizing and enforcing the Policy.

This chapter describes the proposed communication and implementation relationships. Lines of communication should be both horizontal and vertical in order to facilitate coordination, accountability and effectiveness of the key offices and individuals involved. The responsibility for internationalizing the University will be shared by various administrative and academic departments and units of the University. Some of the responsibilities shall be of a specialized nature, while others will be of a general service nature as indicated in organization structure, roles and responsibility of the organs. The communication and implementation framework of internationalization matters work under the same structure governing External Links Policy and Public Services Policy established under ICU.

4.2 Organizational Structure

The MUST Internationalization and Convocation Unit is headed by the Director. The Director shall be assisted by heads of External Links Department and Industrial Linkage and Labour Market Department. Under the Department of External Links will be the office specifically responsible for international matters (International Office) occupied by International Officer. The Director shall be appointed by the Council from among the academic staff as stipulated in the University Charter.

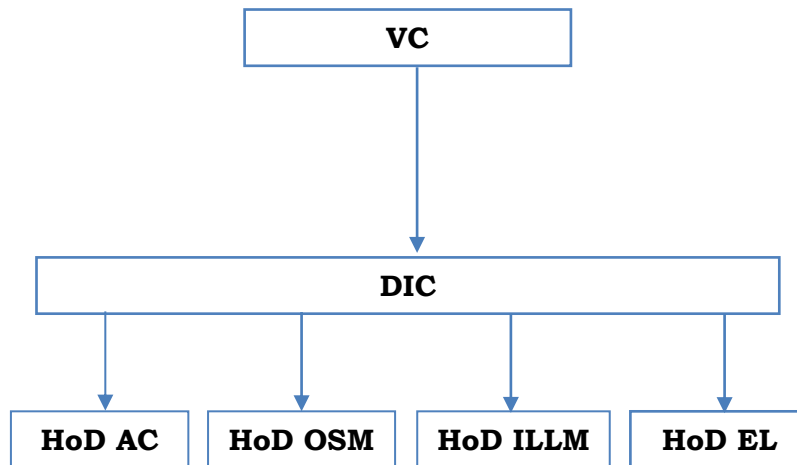


Figure 1: The ICU Organizational Structure

The responsibility for internationalization management at the three levels in the University shall be as follows:

- (i) *University Level:* There shall be an Internationalization and Convocation Unit (ICU) in the University structure under the Vice Chancellor’s Office. The Office of the Vice Chancellor will:
 - (a) Incorporate an internationalization element into the relevant MUST Strategic Plans and make sure it is one of the University priority agenda;
 - (b) Ensure an unflinching University commitment to its own Internationalization Policy;
 - (c) Ensure that MUST’s activities and operations, budget, policies, international agreements and administrative decisions are aligned with the University’s own strategic goals regarding internationalization;
 - (d) Recognize, reward and celebrate individuals and departments which excel in the implementation of the Policy; and
 - (e) Incorporate internationalization matters or issues in the Vice-Chancellor’s regular reports to the University Council.

- (ii) *College Level:* Each College shall have Internationalization and Convocation Coordinator.
- (iii) *Department Level:* Each Department shall have Internationalization and Convocation Coordinator.

4.2.1 Functions of the ICU Director

The ICU Director shall:

- (i) Provide strategic advice to the University on internationalization matters;
- (ii) Provide leadership and strategic advice to MUST on international matters and developments, collaborations and partnerships;
- (iii) Serve as a contact person and ensure provision of support and/or assistance to international students, staff and visitors;
- (iv) Develop a sample template of M&E for MUST's departments to be able to oversee the implantation of the Policy at their departments;
- (v) Develop and maintain international links and exchanges (for the staff and students);
- (vi) Undertake periodic monitoring and evaluation of internationalization activities;
- (vii) Coordinate activities arising from MUST's membership in various sub-regional, regional and global institutions and consortia;
- (viii) Maintain a modest collection (library) of books and other publications on topics concerning international higher education and research;
- (ix) Design a system of celebrating internationally recognized achievements in research, collaborations, projects, inventions and innovations;
- (x) Maintain communication and an up-to-date database of MUST's current international students, alumni and staff;

- (xi) Develop a mechanism and strategy for coordinating engagement with alumni from international community;
- (xii) Promote dialogue, communication and synergy between collaborative MUST internationalization activities undertaken by the Colleges, Centers, Units and Departments;
- (xiii) Coordinate academic records transfer for local students going abroad and international students;
- (xiv) Coordinate support services for international students, staff and their families with regard to migration, health insurance, accommodation, residential and work permits and mentorship;
- (xv) Ensure periodic reporting on all internationalization activities to the senate committee;
- (xvi) In consultation with the MUST Corporate Counsel, develop guidelines in respect of all the links and partnerships with foreign institutions;
- (xvii) Coordinate and facilitate agreements between individual staff members, Colleges, Centers, Departments and international partners; and
- (xviii) Perform any other duty which may be assigned by higher authority from time to time.

4.2.2 Functions of Head of External Links Department

The functions of the Head of External Links Department are to:

- (i) Advise the Director concerning all issues pertaining to internationalization;
- (ii) Initiate new international cooperation and institute internationalization strategies as well as strengthening already existing ones;
- (iii) Host symposia and scholarly events designed to bring together

the academia to share their experiences in engaging with external constituencies;

- (iv) Establish and maintain professional, academic and research networks beyond borders;
- (v) Liaise with the Directorate of Postgraduate Studies, Research and Publications to organize and conduct international conference services and symposia at the University;
- (vi) Establish exchange projects and programmes, joint ventures emanating from international linkages;
- (vii) Establish international contacts for students and staff and link them with organizations for collaboration in community services;
- (viii) Coordinate admission of international students; and
- (ix) Perform any other duty as may be assigned by higher authority.

4.3 Governance

As introduced in Section 4.2, the implementation of the MUST Internationalization Policy is institutionalized within the organizational structure of the University. The Internationalization and Convocation Unit (ICU) oversees the implementation of the Policy through coordination of internationalization activities and provision of technical assistance and services to all other departments in the University. A Policy implementation plan that identifies activities to be performed, required resources, timeframe and the responsible actors shall be developed and updated regularly. ICU shall, therefore, translate the Policy into implementable programmes, formulate policy guidelines and regulations and play a leading role in its implementation. Internationalization participatory organs are shown in Figure 2.

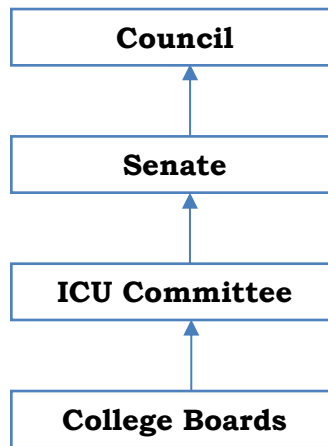


Figure 2: ICU Organogram

4.4 Internationalization and Convocation Committee

The Internationalization and Convocation Committee (ICC) shall be a Senate Committee and responsible for internationalization matters among other issues under ICU as they relate to all aspects of University functions. The Committee shall report internationalization matters to the University Senate for approval, and where necessary, for onward transmission to the University Council.

4.4.1 Membership of the University Internationalization and Convocation Committee

Membership of the ICC shall be as follows:

- (i) The Chairperson, who shall be a Deputy Vice Chancellor – Academic, Research and Consultancy;
- (ii) Deputy Vice Chancellor – Planning, Finance and Administration who shall be an ex-officio member;
- (iii) Director of ICU who shall be the Secretary;
- (iv) Directors, Principals and Deans;
- (v) One member representing MUSTASA;
- (vi) One representative from MUSTSO;
- (vii) Two members, one from the Government and one external member to be recommended by DVC ARC; and

- (viii) The Chairperson may co-opt any member when the need arises.

4.4.2 Functions of the Committee

The functions of ICC concerning Internationalization, include:

- (i) Advise the Senate on matters pertaining to internationalization initiatives and activities at the University;
- (ii) Formulate policy and oversees internationalization issues at MUST;
- (iii) Oversee the implementation of the Internationalization Policy;
- (iv) Promote internationalization culture at the University;
- (v) Provide internationalization inputs to the University at all levels;
- (vi) Monitor internationalization standards and practices;
- (vii) Attend specific directives as required from time to time by the Council regarding internationalization issues;
- (viii) Approve internationalization activities to be undertaken throughout the year;
- (ix) Review continuously the Internationalization Policy to be responsive to changes in the academic environment;
- (x) Spearhead the designing and developing of internationalization proposals in the University to be forwarded to the Government and donor partners for support; and
- (xi) Receive report from internationalization sub-committees.

4.4.3 Operations

The operations of ICC shall be as follows:

- (i) It shall meet at least four times a year;
- (ii) It shall develop a workplan at the beginning of the fiscal year;
- (iii) The ICC secretariat shall prepare agenda and write minutes of

ICC meetings; and

- (iv) Publish and circulate meeting agendas, papers and minutes accordingly.

4.4.4 Tenure of Committee Membership

Except for ex-officio members whose tenure shall be subject to their being in the office, all elected members shall serve for three years and shall be eligible for re-appointment.

4.5 College Board

The College Board may invite the IC Coordinator responsible for organizing internationalization matters in the College in conformity with the University's internationalization framework. All College internationalization matters shall be reported to the Director of Internationalization and Convocation.

4.6 Roles and Responsibilities in Internationalization

Responsibility for internationalization lies with all members of staff in various academic units and departments at the University. The entirety of the University is expected to contribute to the internationalization activities. The major drivers of this Policy are the staff.

4.6.1 Roles and Responsibilities of Staff

The success of the MUST Internationalization Policy depends on the participation of individual academic staff. To enhance the University internationalization activities, University staff shall have the following responsibilities:

- (i) participate in seeking and initiating international collaborations, partnerships and linkages;
- (ii) embrace international culture; and
- (iii) protect the interest of the University.

4.6.2 Roles and Responsibilities of the College Coordinator

The College Coordinator shall:

- (i) Coordinate the implementation of strategic plans for internationalization issues for the respective College;
- (ii) In collaboration with the Heads of Departments receive, review and recommend internationalization matters to the ICU;
- (iii) Be invited to present progress report on internationalization activities in the respective College meeting; and
- (iv) Perform any other internationalization duties as may be assigned by the higher authorities.

4.6.3 Roles and Responsibilities of Departmental Coordinator

The Departmental ICU Coordinator shall:

- (i) Report and advise the Head of Department on internationalization issues;
- (ii) Coordinate the implementation of strategic plans for all internationalization activities for the respective department;
- (iii) Encourage and mobilize the internationalization activities within the respective department;
- (iv) Keep records of all academic-related internationalization activities at the department;
- (v) Liaise with HoD to ensure policies and guidelines for internationalization activities are adhered to and followed;
- (vi) Liaise with Head of External Links Department or International Officer about respective internationalization Issues in his/her department;
- (vii) Prepare the departmental internationalization activities report for the departmental committee; and
- (viii) Perform other internationalization duty which may be assigned

by the higher authorities.

CHAPTER FIVE

IMPLEMENTATION MONITORING AND EVALUATION

5.1 Introduction

The implementation of the Internationalization Policy and the attainment of the objectives and strategies stipulated in it will largely depend on a well-defined and effective coordination mechanism. The Office of Vice Chancellor through the Unit of Internationalization and Convocation will be responsible for overseeing the efficient implementation of the Policy. The International Office under the Department of the External Links, will play a major role in implementation and coordination of the policy.

5.2 Monitoring and Evaluation

Monitoring and evaluation of the implementation of the Internationalization Policy will involve the ICU and various stakeholders playing their roles in the realization of desired policy objectives. The ICU shall establish accountability mechanisms for monitoring and evaluating the implementation of the Policy. It will develop guidelines, indicators, and internationalization management strategies to be used for monitoring and evaluation of the Policy.

The implementation of this policy is in line with implementation Strategy of MUST External Links Policy.

5.3 Policy Review Process

The IC shall carry out periodic reviews of the policy implementation, define and develop short-term, mid-term and long-term interventions based on the outcomes of the evaluation reports. The Policy will be reviewed after every three years.

LIST OF BENCHMARKED INSTITUTIONS

NM-AIST, 2022. The Internationalization Management Policy (IMP). The Nelson Mandela African Institution of Science and Technology.

MUST, 2020. MUST External Links Policy. Mbeya University of Science and Technology.

UDSM, 2022. Internationalization Policy. University of Dar Es Salaam.

Wits, 2010. Internationalization Policy. University of the Witwatersrand, Johannesburg.

APPROVAL

At its 40th Meeting held on 6th day of March 2024, the Council of Mbeya University of Science and Technology RECEIVED, DUSCUSSED and APPROVED the Internationalization Policy.

Hon. Zakia Hamdani Meghji

CHAIRPERSON

Adv. Lugano Mwakilasa

SECRETARY