



MasterClass

*Bridging skills and global opportunities:
enhancing employability and internationalisation in the Kurdistan region of Iraq*



Co-funded by
the European Union

COURSE OVERVIEW

Rationale. Empowering Kurdish Higher Education Institutions to adopt the RISE Synergic Roadmap, reinforcing the capacity of IRO and CDC staff in working together in a systemic way, and empowering universities to play an active role in the local and global scenarios for institutional and societal sustainable development.

Goal. Enhancing skills and competences of university staff through capacity building of educators, administrative staff and students, to enlarge the competencies of key university offices and provide additional opportunities to students and graduates.

Scope. The RISE MasterClass is carried out in the framework of the Erasmus + project of Capacity Building “Reinforcing Integration of Skills for Employability and Internationalisation in Kurdistan region of Iraq”.

Course structure. The RISE course is structured into 6 modules, which explore different aspects related to internationalisation, career development and employability in general, through a series of synchronous webinars and a repository of complementary materials (readings, articles, PPT presentations, etc).

COURSE OVERVIEW

Delivery mode. The online training is hosted in the UNIMED Learning space, running on Moodle, available here: <https://learn.uni-med.net/>. Each module has been designed with a blended methodology, with synchronous sessions and resources for self-learning. The synchronous sessions will be delivered over the course of 6 weeks, starting from October 7 until November 12. Resources will be provided to learners in due time.

Link to the course

<https://learn.uni-med.net/course/view.php?id=74>

TARGET GROUP

The course targets participants for each Kurdish partner university, for a maximum of 20 participants per institution. The preferred trainees range among the following profiles:

- CDC director
- 3 staff members from the CDC office
- IRO Director
- 3 staff members from the IRO office
- 1 Vice-President for Scientific Affairs
- 1 Vice-President for Students Affairs
- Up to 5 students representatives
- Up to 5 deans or academic staff with previous experience with international collaborations and/or internships programs and/or job fairs

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WEBINARS CALENDAR

Webinar 1. October 7, 2025

UNINT: Internationalisation of higher education at the International University of Rome: strategies, strengths and practices

Webinar 2. October 15, 2025

UMU: Soft skills for entrepreneurship: empowering university practices

Webinar 3. October 22, 2025

UNINT: Involving the academic staff: international collaborations (where to start, how to provide support, how to identify opportunities – including how to lay the groundwork for mobility schemes)

Webinar 4. October 28, 2025

UMU: Management and development of CDCs

Webinar 5. November 5, 2025

UNINT: Internationalisation at Home – how do we do it? Complementing different internationalisation practices in a comprehensive strategy

Webinar 6: November 12, 2025

UMU: University-Business collaboration

LANGUAGE

The language of the course is in **English**. Some training material will be translated into Kurdish language in due time.

TRAINING TOPICS

Generally speaking, the RISE MasterClass will explore:

- International opportunities
- Management of mobility (both incoming and outgoing)
- Career development services
- Employability of graduates
- Future oriented skills to reduce the gap between education and the labour market
- Internationalisation at home
- Involvement of staff and students into institutional processes (for both internationalisation and career development)

LEARNING OUTCOMES

By the end of the course, participants will be able to:

- Analyse and evaluate key opportunities for international mobility and cooperation, recognising their impact on students' and graduates' educational and professional pathways.
- Effectively manage mobility processes (both incoming and outgoing), applying tools and methodologies to support administrative, academic, and intercultural aspects.
- Design and implement career development services that enhance graduates' employability, in line with labour market needs and international career perspectives.
- Identify and develop future-oriented skills (soft skills, digital skills, intercultural skills) to reduce the gap between higher education and the labour market.
- Promote internationalisation at home, creating inclusive and intercultural learning environments also for students not engaged in physical mobility.
- Actively involve staff and students in institutional processes related to internationalisation and career development, enhancing their contribution to the quality and sustainability of adopted strategies.
- Critically assess the impact of internationalisation and career development policies and practices on graduate employability and on the institution's reputation.
- Fully implement and adopt the RISE Synergic approach.



WEBINAR 1

INTERNATIONALISATION STRATEGIES & PRACTICES

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7TH OCTOBER, 2025
4:00 PM (ERBIL TIME)



DOMITILLA LUCIANI
International Relations
Officer – UNINT



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MODULE 1

Internationalisation of higher education: the example of UNINT

This module critically examines how the **University of International Studies of Rome - UNINT** approaches the practice of International Relations (IR). Trainees will explore UNINT's distinctive and global engagement strategies and internationalisation measures. By highlighting both the strengths and the challenges related to their approach, the module encourages learners to reflect on the broader challenges of applying IR in a globalized world.

Through this module, the **role of the IRO (International relations office)** is tackled and in particular the following aspects will be discussed:

- Understanding Erasmus+ KA131, KA171, and KA171-COMMO projects
- Coordinating incoming/outgoing mobilities
- Acting as the central contact for students, staff, and partners
- Handling agreements, funding, and credit recognition

Finally, the module will focus on **KA171 Mobility Management:**

- **Outgoing Students:** Open calls, info sessions, selection, nomination, and full support
- **Incoming Students:** Pre-arrival guidance, visa help, orientation, academic support, and integration
- **Full lifecycle support** from application to final documentation

Our Trainer

Domitilla Luciani is a 30-year-old professional with a strong background in languages and European project management. She holds a degree in Interpreting and Translation and is currently completing a Master's in EU Project Management and European Funding.

For the past five years, Domitilla has been working at the **International Mobility and Relations Office** of the **International University of Rome - UNINT** where she manages Erasmus+ programmes.

Her main focus is on KA171 (ICM – International Credit Mobility), which supports academic and student mobility with partner countries outside the EU. In addition, she coordinates double degree programmes, promoting international academic cooperation and student exchange.

M1 WEBINAR

- **Date:** October 7, 2025
- **Time:** 3.00 - 4.30 PM (CET) / 4.00 - 5.30 PM (Erbil time)
- **Title:** Internationalisation of higher education at the International University of Rome: strategies, strengths and practices
- **Trainer:** Domitilla Luciani, UNINT



WEBINAR 2

SOFT SKILLS FOR ENTREPRENEURSHIP

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15TH OCTOBER, 2025
4:00 PM (ERBIL TIME)

**NURIA ESTEBAN
LLORET**

Professor – UMU



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MODULE 2

Soft Skills for Entrepreneurship: empowering university practices

This module identifies the **soft skills** participants can readily acquire and strengthen at university to spark entrepreneurial behaviour—whether launching a venture or innovating within existing organisations. Building on a skills map co-created with participants - based on the experience of the **University of Murcia (UMU)** - the module defines practical guidelines for designing activities and programmes that intentionally develop these skills across curricula and co-curriculars.

By the end of the module, participants will be able to:

- Pinpoint priority soft skills that drive entrepreneurial mindsets in their context.
- Map skills to courses, labs, internships, and student services for quick wins and longer-term change.
- Apply evidence-based learning design (active, problem-based, experiential) to foster these skills.
- Use simple assessment tools (rubrics, reflection, portfolios) to track progress and impact.

Through short diagnostics, case discussions, and rapid exercises, participants map where these skills develop—in courses, labs, internships, and co-curricular initiatives—and how **IROs, CDCs, and faculties** reinforce one another.

Our Trainer

Nuria N. Esteban-Llorét is a **Professor of Business and Management** at the **University of Murcia**. A member of the Global Entrepreneurship Monitor (GEM) team in Murcia, she is actively engaged in initiatives that enhance students' professional skills and booster their employability.

She holds a PhD in Business Administration and a Master's in Banking from the University of Murcia, where she also earned her BA in Business Administration. She completed additional undergraduate coursework in Management at the University of Massachusetts Amherst. She is a member of the Corporate Social Responsibility Chair, where her current work examines human resouce development, corporate social responsibility, and entrepreneurship.

M2 WEBINAR

- **Date:** October 15, 2025
- **Time:** 3.00 - 4.30 PM (CET) / 4.00 - 5.30 PM (Erbil time)
- **Title:** Soft Skills for entrepreneurship: empowering university practices
- **Trainer:** Nuria Esteban Llorét, UMU



WEBINAR 3

INVOLVING THE ACADEMIC STAFF

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22ND OCTOBER, 2025
4:00 PM (ERBIL TIME)

ROBERTA BROTTTO
Head of Erasmus+ Office
- UNINT



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MODULE 3

Involving the academic staff: international collaborations

This module focuses on building international partnerships, emphasizing the key role of academic staff. The trainer shares **International University of Rome – UNINT**'s practical experience, moving beyond theory to demonstrate how we develop initial contacts into lasting collaborations.

The discussions starts on how to identify potential partners, focusing on complementary strengths and shared academic values. The module then outlines our step-by-step process, from initial international meetings to signing agreements. A critical element is the academic compatibility check performed by the UNINT program coordinators to ensure credit recognition for students.

A significant part of the module covers the management of visiting professors. It explains how UNINT integrates international faculty into the academic community by matching them with host teachers, fostering co-teaching and joint research.

Moreover, the module explores how to **formalize partnerships that arise from teachers' professional networks**. The session highlights UNINT's core principles of non-discrimination and fair academic recognition, which are crucial for equitable and sustainable collaborations.

Our Trainer

Roberta Brotto was born in Rome in 1971. She obtained a diploma in accounting in 1990. Since then she has been working as an administrative officer in a private firm (CO.GE.M.I.T. Srl) handling relations with banks, paychecks and invoices for 10 years. In 2001 she started working at the **International University of Rome - UNINT**, formerly known as San Pio V, as **head of the Erasmus+ office**. Since then she has managed mobility projects as KA103, KA131, KA107, KA171 and Bilateral agreements. She is currently in charge of the transition of the Erasmus programme to EWP (Erasmus without paper) for UNINT.

M3 WEBINAR

- **Date:** October 22, 2025
- **Time:** 3.00 - 4.30 PM (CET) / 4.00 - 5.30 PM (Erbil time)
- **Title:** Involving the academic staff: international collaborations
- **Trainer:** Roberta Brotto, UNINT



WEBINAR 4

MANAGEMENT AND DEVELOPMENT OF CDCs

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28TH OCTOBER, 2025
4:30 PM (ERBIL TIME)

ALICIA RUBIO BAÑÓN
Vice Rector for Students
& Employability - UMU



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MODULE 4

Management and Development of CDCs

This webinar will explore practical approaches to **managing and strengthening Career Development Centers (CDCs)** as high-impact hubs that connect academic learning with employment outcomes, drawing on a brief case reflection from the **University of Murcia (UMU)** to ground concepts in real practice.

Participants will review **best practices** in strategic planning—defining a mission and measurable KPIs, aligning services with institutional priorities, and building agile annual work plans—alongside effective organizational models that clarify roles, workflows, and quality standards.

The session will also highlight methods for employer engagement and alumni partnerships that expand internships, apprenticeships, and mentoring opportunities, as well as inclusive practices that ensure equitable access for diverse student groups. Finally, attendees will gain tools for monitoring and evaluation, from feedback loops to outcome tracking, enabling continuous improvement and evidence-based reporting.

The overarching objective is to **equip CDC staff with actionable strategies** and templates they can apply immediately to help students navigate their transition to the labor market with confidence, relevance, and resilience.

Our Trainer

Alicia Rubio Bañón is a Professor of Business Organization and Finance at the **University of Murcia**, where she also earned her Ph.D. Her academic work spans business dynamics, employment pathways, and entrepreneurship, reflected in numerous scholarly articles and contributions to edited volumes. As **Vice-Rector for Student Employment** at the University of Murcia, she leads policies and partnerships that connect learning with work—strengthening internships, employer engagement, and evidence-based career guidance. At the national level, she heads the Employment Group of the CRUE Student Sector, promoting shared strategies and quality standards that help Spanish universities respond to evolving labor-market demands.

M4 WEBINAR

- **Date:** October 28, 2025
- **Time:** 2.30 - 4.00 PM (CET) / 4.30 - 6.00 PM (Erbil time)
- **Title:** Management and development of CDCs
- **Trainer:** Alicia Rubio Bañón, UMU



WEBINAR 5

UNINT INTERNATIONALISATION AT HOME

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5TH NOVEMBER, 2025
5:00 PM (ERBIL TIME)

DOMITILLA LUCIANI
International Relations
Officer – UNINT



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MODULE 5

International University of Rome: Internationalisation at home

At UNINT, internationalisation goes **beyond student mobility abroad. The university follows a comprehensive strategy combining physical mobility and Internationalisation at Home (IaH)** to help all students develop global competencies, whether or not they travel.

IaH brings an international dimension to campus life through initiatives such as **integrating international content into curricula, blended mobilities, English-taught courses, intercultural workshops, international guest lecturers, and interaction with incoming students and staff.**

Events like the Welcome Day and Europe Day also support this goal.

UNINT's main strengths in implementing IaH include **small class sizes, highly engaged and internationally active teaching staff, and strong institutional commitment.** These efforts have led to greater international awareness, improved language skills, and increased interest in mobility and international careers.

However, challenges remain—particularly ensuring consistent integration of international perspectives across all programmes and encouraging wider participation in blended exchanges, which are still relatively new.

Our Trainer

Domitilla Luciani is a 30-year-old professional with a strong background in languages and European project management. She holds a degree in Interpreting and Translation and is currently completing a Master's in EU Project Management and European Funding.

For the past five years, Domitilla has been working at the **International Mobility and Relations Office** of the **International University of Rome - UNINT** where she manages Erasmus+ programmes.

Her main focus is on KA171 (ICM – International Credit Mobility), which supports academic and student mobility with partner countries outside the EU. In addition, she coordinates double degree programmes, promoting international academic cooperation and student exchange.

M5 WEBINAR

- **Date:** November 5, 2025
- **Time:** 3.00 - 4.30 PM (CET) / 5.00 - 6.30 PM (Erbil time)
- **Title:** International University of Rome _Internationalisation at Home
- **Trainer:** Domitilla Luciani, UNINT



WEBINAR 6

UNIVERSITY-BUSINESS COLLABORATION

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12TH NOVEMBER, 2025
5:00 PM (ERBIL TIME)

**BEGOÑA ALONSO
ESTÉVEZ**

Transfer Technician –
UMU



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MODULE 6

University–Business Collaboration

This webinar showcases in detail the experience of the **University of Murcia - UMU** 's **Technology Transfer Office (OTRI)** in promoting structured and **strategic collaboration between academia and industry**. It presents how OTRI identifies research results with transfer potential, supports intellectual property protection, and facilitates dialogue between researchers and companies. The session highlights concrete mechanisms for innovation and research commercialization, such as licensing agreements, spin-offs and start-ups, technology-based services, joint R&D projects, and innovation vouchers. It also explains how OTRI maps industrial needs, matches them with academic expertise, and builds long-term partnerships with businesses at regional, national, and international level.

In addition, the webinar presents tools and channels for identifying and **accessing funding opportunities** for public–private transfer projects, including competitive calls, European programmes, and regional innovation schemes. It describes step-by-step how OTRI supports the design, negotiation, and management of collaboration agreements, from the first contact with companies to project implementation and follow-up.

Our Trainer

Begoña Alonso Estévez holds a Law degree with a specialisation in European Union Law and additional training in knowledge transfer and protection. She has more than 18 years of experience in managing research and transfer projects at regional, national, and European level.

She has worked at the Regional Government of Murcia (CARM) and, since 2007, at the **University of Murcia**, where she is currently a **Transfer Technician at the Office for the Transfer of Research Results (OTRI)**. Her career has focused on the administrative and financial management of projects, as well as on supporting researchers throughout the entire project cycle. She has consolidated experience in institutional dialogue, drafting agreements and contracts, and monitoring and financial justification of grants for transfer and innovation initiatives.

M6 WEBINAR

- **Date:** November 12, 2025
- **Time:** 3.00 - 4.30 PM (CET) / 5.00 - 6.30 PM (Erbil time)
- **Title:** University-Business Collaboration
- **Trainer:** Begoña Alonso Estévez, UMU