

# INTERNATIONALISATION STRATEGY TARAS SHEVCHENKO NATIONAL UNIVERSITY OF KYIV<sup>1</sup>

## Preamble

Internationalisation as a process involving the integration of international, intercultural and global dimensions into the activities of higher education institutions is an important factor in reforming the universities in Ukraine and the world.

Universities play a key role in formation of a conscious and professional society and active citizens.

In the modern conditions of Ukraine's struggle for national identity, freedom, democratic values and a dignified future among the community of nations of united Europe, an important field of activity of Taras Shevchenko National University of Kyiv (hereinafter referred to as *the University*) is the direction of the University's international activities towards the formation of a new generation of citizens and professionals, who are dedicated to rebuild Ukraine and ensure its development as a powerful innovative state.

The key principles of the University's internationalisation are stability, adaptability, interaction, pragmatism, human-centricity, multiculturalism, and compliance with international law.

The Internationalisation Strategy of Taras Shevchenko National University of Kyiv (hereinafter referred to as *the Strategy*) is approved for the period of validity of the new edition of the Strategic Development Plan of the University for the period 2018-2025 (approved by the Academic Council of the University on December 14, 2022). The strategy is adopted during the period of martial law in Ukraine and dynamic changes in the geopolitical environment, and therefore during its validity there may be a need for updating or adaptation.

The Strategy is based on the main trends and principles of higher education, scientific activity, the field of knowledge and technology transfer, and international academic exchanges. The strategy takes into account the main foreign policy direction, which is reflected in the "Europeanization" of the higher education system as a process of reflecting the convergence of the University's activities with the development trends of higher education institutions in European countries.

At the same time, the Strategy summarizes the main areas of international activity and expands and details each of them.

Internationalisation strategy of the University:

- is based on the Statute of the University and the new edition of the Strategic Development Plan of the University for the period 2018-2025;
- is based on domestic legislation in the field of education;
- is developed in accordance with the foundations of state policy and priorities of Ukraine's foreign policy;

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<sup>1</sup> Approved by the Academic Council of Taras Shevchenko National University Kyiv on "08" May 2023 (protocol № 12). Entered into force by the rector's order №310-32 dated "10" May 2023

- is agreed with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (2015).

## 1. General Provisions

Taras Shevchenko National University of Kyiv is a classical scientific and educational centre of Ukraine oriented to international standards.

Founded in 1834, the University is one of the leading higher education institutions of Ukraine, which regularly ranks among the top 500 in the world according to international rankings of higher education institutions. The academic community of the University, which includes about 30,000 students and 7,000 employees in 12 faculties and 11 educational and scientific institutes/institutes, is shaping its own future together with other scientific and educational institutions that are part of the European Higher Education Area, but is also open to cooperation with organizations and institutions located in other parts of the world that adhere to the principles of international law and cooperation with which corresponds to the interests of the University.

The University develops international relations, guided by the principle of equality of all partners – participants of international cooperation and academic exchange – within the framework of more than 500 active agreements on scientific and educational cooperation with governmental and international organizations, foreign universities and scientific centres and more than 400 interfaculty bilateral agreements on cooperation. The development of partnerships with universities in Europe, Asia, Africa, North and South America, Australia and Oceania is aimed at expanding academic exchanges and joint educational programs.

The University is a member and signatory of the following international associations:

- Great Charter of European Universities (Magna Charta Universitatum);
- European University Association (EUA);
- International Association of Universities (IAU);
- Enterprise Europe Network;
- Erasmus Student Network in Ukraine (ESN);
- Network of Institutes and Schools of Public Administration of Central and Eastern Europe (NISPAcee);
- International Network of Universities;
- European University Foundation (EUF).

The university is a member of the following international consortia and alliances:

- European University of Welfare (EUniWell);
- The Eastern Partnership University Cluster.

***Internationalisation*** is the process of disseminating the activities of the University in the international arena; implementation and integration of the best international practices and experience with agreed trends in the development of the higher education system into the educational process, scientific research, decision-making procedures and management systems of the University.

Internationalisation involves increased awareness and recognition of world values, standards and achievements, defending our own identity and historical assets in the system of values, results in various areas, creating conditions for them to be recognized and accepted abroad.

The internationalisation of the University is based on institutional capacity, which is formed at the level of both university-wide structural divisions and at the level of faculties/educational and scientific institutes/institutes.

The **purposes** of internationalisation of the University are:

- ensuring a high level of quality of education and research at the University;
- preparing students of higher education for life and work in a globalized environment;
  - ensuring the best conditions for realization of the educational and scientific potential of scientific and pedagogical staff of the University;
  - developing mutually beneficial partnership relations of the University;
  - involving the best foreign specialists in the educational process at the University;
  - using leading international experience and best global practices of the University management as an institution of higher education.

## **2. Basic principles and approaches of internationalisation**

The Strategy will be implemented in accordance with the following **principles**:

*sustainability* – the ability of the University community to effectively counteract threats of any origin and nature, in particular armed aggression, economic pressure, political destabilization, cyber-attacks, disinformation and other threats, adapt to changes in the security environment, maintain stable functioning, quickly restore balance after crises;

*adaptability* – prompt response to changes in the international environment, effective management in the field of foreign policy of Ukraine for the implementation of innovative approaches in education and science, flexibility in decision-making;

*interaction* – effective coordination of the activities of the structural divisions of the University to ensure the implementation of the unified foreign policy course of Ukraine; establishment of effective communication and cooperation with other states, international governmental and non-governmental organizations, non-governmental institutions, business, scientific and academic circles, mass media;

*pragmatism* – development of bilateral and multilateral international relations based on national and university-wide interests with the aim of solving specific foreign policy tasks; intensification of economic diplomacy to promote the sustainable development of the economy and the improvement of the well-being of the citizens of Ukraine;

*human-centricity* – recognition and affirmation of respect for human life and dignity, human rights and freedoms as the highest values; protection, promotion of implementation, promotion of the rights and legitimate interests of Ukrainian citizens abroad, the rights and legitimate interests of Ukrainians in foreign countries;

*multiculturalism* – formation of a university environment based on respect for representatives of other cultures, religions and nationalities, their traditions, beliefs and convictions;

*compliance with international law* – observance of generally recognized norms and principles of international law; fulfilment of Ukraine’s international obligations assumed under international treaties and within the framework of membership in international organizations; compliance with international agreements reached.

The main **approaches** of the internationalisation are:

***Academic development and international solidarity.*** The approach “from the global to the local” must become core in the organization of educational and research processes on the basis of internationalisation, which involves preparing students for the global labour market and life all over the world.

***Internationalisation through the digitalization.*** The University is a catalyst for global social and academic debates arising from the changes associated with technological progress and digitalization of humanity. The University develops a digital environment that ensures the proper quality of educational, scientific and organizational processes that contribute to internationalisation.

Digital internationalisation design helps the IT infrastructure of the University to cooperate with international academic partners to support shared learning resources, teaching, research and administration of international academic cooperation. The University actively uses modern information systems, tools and the latest educational technologies to manage international academic exchange; projects of educational and scientific cooperation with international academic partners, reception of foreign delegations at the University, etc.

***Responsible internationalisation.*** The internationalisation of the University must be carried out in systematic accordance with the Sustainable Development Goals (SDGs) and priorities of state policy and foreign policy priorities of Ukraine. In the process of internationalisation of activities, the University takes into account the provisions of the Law of Ukraine “On Amendments to the Constitution of Ukraine (regarding the strategic course of the state to acquire full membership of Ukraine in the European Union and in the North Atlantic Treaty Organization)”, Public Diplomacy Strategy of the Ministry of Foreign Affairs of Ukraine for 2021-2025, The Strategy for the Development of Higher Education in Ukraine for 2022-2032 and the Operational Plan for its Implementation in 2022-2024 (Decree of the Cabinet of Ministers of Ukraine No. 286-p dated February 23, 2022,).

The priority **areas** of internationalisation of the University are:

- development of international cooperation with leading organisations, institutions in the field of education, science, culture and sports;
- active participation in the activities of the European Universities Initiative, which was launched in 2017 by the European Union and is designed to promote the creation and functioning of Alliances of European universities;

- development of a quality culture among all the participants in the educational process thanks to the University's participation in the work of international alliances/associations on quality assurance issues, adaptation of best practices on these issues to the legal field of Ukraine;

- enhancement of project (grant) activities of the University for the participation of students and faculty members in international educational programs, internships;

- development of international academic and scientific exchange based on the interests of the academic community of the University and participation in international educational and scientific programs;

- creation of joint and dual educational programs for the integration of students and faculty members into the global educational space;

- dissemination of information about opportunities to participate in international projects among the University's structural subdivisions;

- extension of the University's forms of participation in the international educational space (increasing the number of foreign students who will study at the University under academic exchange programs, foreign professors involved in teaching at the University, and scientific and pedagogical staff of the University involved in teaching at partner universities, etc.);

- extension of the geographic priorities of the University's international education;

- monitoring of the effectiveness of faculties/educational and scientific institutes/institutes in working with foreign students (from enrolment to graduation) in order to develop more optimal and effective centralized institutional foundations for conducting international education at the University;

- keeping in touch with graduates who are foreign citizens, forming international network of foreign citizens who are University graduates;

- popularization and dissemination of the University's educational and scientific achievements and experience gained during Ukraine's resistance to armed aggression;

- support and assistance in the dissemination of interdisciplinary educational and scientific programs on the research of "Ukrainian studies" at the international level.

### **3. Strategic goals**

#### **► Internationalisation of educational activities**

*The strategic goals in the field of higher education are:*

- development of the University's educational programs, in particular their attractiveness for foreign students, thanks to innovativeness and taking into account the best experience of higher education institutions of other countries;

- diversification of educational programs in foreign languages, increasing the share of disciplines taught in foreign languages;

- establishment of wider cooperation with leading institutions of higher education, associations and alliances in the international space of higher education, which share the basic values and principles of a democratic society aimed at the development of higher education and ensuring its quality;

- creation of conditions for the involvement of foreign professors/guest lecturers in the educational process at the University;
- providing conditions for the acquisition of excellent experience by scientific and pedagogical staff of the University by involving them in teaching at universities of other countries;
- organization of the participation of students in International (regional, European, world) Olympiads for the purpose of competent and objective assessment of the quality of higher education carried out at the University according to its educational programs;
- supporting a multicultural university environment by ensuring close communication between Ukrainian and foreign participants of the educational process.

### ► **Internationalisation of scientific activity**

*Strategic goals in the field of science are:*

- conducting joint research by University scientists with representatives of foreign scientific and educational institutions;
- participation in international scientific projects;
- participation in international scientific forums, conferences, seminars, webinars, exhibitions and other forms of international exchange of achievements;
- implementation of international projects aimed at improving the scientific and research base;
- introduction of modern and generally accepted standards of scientific work used in developed countries;
- establishment of wider cooperation with the world's leading scientific institutions and expansion of the University's participation in scientific alliances;
- establishment of extensive international cooperation with scientists from other countries who have outstanding results in their fields of knowledge;
- creation of conditions for wider involvement of University scientists in international scientific projects;
- ensuring the conditions for leading scientists of the University to present their achievements to the world public;
- establishing a more effective exchange of data available to the University;
- ensuring wider and more effective transfer of knowledge and technologies at the international level;
- achieving appropriate results regarding the extension of scientific areas in order to preserve the position of the University as one of the leading scientific and research institutions and to acquire the level of one of the best universities in Europe, recognized in the world as an advanced and state-building one.

### ► **Internationalisation in the field of knowledge and technology transfer**

*Strategic goals in the field of knowledge and technology transfer are:*

- strengthening the innovative potential of the University and its members through broad and intensive cooperation with foreign institutions and associations;
- increasing the recognition of the University at the regional and global levels by presenting the results of international research projects, ensuring a high level of

innovation and a large number of startups and auxiliary companies in the field of modern technologies;

- providing access to information on the development of new technologies;
- creation of conditions for proper exchange of information regarding the transfer of knowledge and technologies;
- active involvement of the University in the international business environment;
- support of problem areas in the region and around the world through the transfer of useful knowledge and technologies.

### ► **International academic mobility**

*Expansion of academic and scientific mobility of students and scientific and pedagogical workers:*

- expansion of exchange programs for students and internships for academic staff thanks to bilateral agreements with foreign partners;
- promotion of opportunities for students and academic staff to participate in international educational programs;
- creation of conditions for individual international exchange of representatives of higher education institutions with support for recognition of its results and respect for the principles of inclusiveness in higher education;
- dissemination of information about the possibility of participation in international projects among international coordinators in order to involve them in the preparation of project applications;
- organization of extracurricular schools and other events for young researchers at the University, in particular for foreign students/researchers;
- continued coordination of activities with strategic partners of the University based on effective forms of cooperation.

### ► **Implementation of internationalisation at home**

- active promotion of the acquired skills and knowledge of internationalisation at home in order to ensure a deeper understanding of global and regional trends among all employees and students of the University and to ensure that the University is an intercultural environment;
- use of acquired international experience to improve the educational programs of the University;
- introduction of the best global decision-making practices in all structural divisions of the University;
- development of intercultural communication skills of University employees and formation of corporate culture, which promotes effective interaction with representatives of different countries, cultures, religions (foreign students and professors, guests and visitors of the University);
- increasing the level of foreign language proficiency of all participants of the educational process at the University.

**Taking into account the martial law in Ukraine, the tasks and priorities of the internationalisation of the University are:**

**Short-term:**

- expanding opportunities and deepening the understanding of the importance of international academic exchange for improving the quality of University education and its constant coordination;
- expanding access to databases, libraries, repositories, online resources for training students and employees (research resources);
- creating opportunities for continuing scientific research;
- the involvement of scientific research and educational activities through short-term visits (under the condition that participants return to Ukraine) or with the use of remote communication tools;
- development of a system of mini-grants for scientific and pedagogical workers of the University in order to encourage the preparation of applications for international grant programs.

**Medium and long-term:**

- development of double degree programs based on a developed network of international academic mobility;
- implementation of joint scientific projects, joining various networks and consortia and initiating the creation of new ones;
- preparation of joint applications for grant programs and competitions announced by the European Commission (joint remote exchanges, joint departments, joint educational programs);
- creation of strategic alliances between higher education institutions of Ukraine and international universities for the further restoration and development of the Ukrainian higher education system (potential improvement projects);
- attracting international partners to strengthen the role of the University in society, the region and the urban community, in particular for the reconstruction and restoration of the state.

Approved:

Vice-rector for Education  
(International Cooperation)

*/signed/*

Kseniia SMYRNOVA

Head of Legal Department

*/signed/*

Iryna SALENKO