

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
CHERNIHIV POLYTECHNIC NATIONAL UNIVERSITY

AGREED

by the Scientific Council of CPNU
(protocol of 31.08.2020 №8)

Put into effect by Rector's Order
No.26 as of 31.08.2020

INTERNATIONALIZATION STRATEGY
of Chernihiv Polytechnic National University
for 2021-2027

Chernihiv-2020

INTRODUCTION

Activity of Chernihiv Polytechnic National University (hereinafter – CPNU) is aimed at developing international cooperation in the direction of European integration. Nowadays, CPNU is the most prestigious higher education institution in the region, open to innovation and cooperation in the interests of the state and community. Agreements on international cooperation with higher education institutions of the world, participation of students, PhD students and teachers of the university in academic mobility programs, the results of international projects confirm an active position of the university in international activities.

The basis of the modern concept of developing the international prestige of CPNU is to expand the borders of international cooperation in order to further integrate into European educational and scientific space; to cooperate with existing foreign partners; to enhance academic mobility of participants in the educational process; to improve educational and scientific activity, to introduce innovations by taking as an example the advanced European experience when implementing joint projects.

The strategic goals of the university in the direction of international activities include achieving high performance of project activities; incoming and outgoing academic mobility; educating foreign students at the university; developing joint degree programs and joint educational programs, which will increase the quality and competitiveness of higher education, strengthen the image of the university and ensure integration into the global educational space.

The educational activity of CPNU takes into account the principles of correspondence of education with the needs of an individual, society and the state; the principle of quality and integrity of higher education; the principle of introducing a democratic system of education; the principle of meeting the educational needs of students taking into account their interests, abilities and needs of society and the state; the principle of training specialists to meet the requirements of the labor market. Internationalization model of CPNU integrates traditional values of the university, the best foreign experience in planning international activity, current tendencies of international education and mechanisms to harmonize stakeholders' interests.

Internal environment	STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> • Readiness of the administration and workers of the university for strategic changes • Support for initiatives in international cooperation by the administration • Experience in international projects implementation • Experience in organizing and conducting international conferences • Wide educational offer and possibilities of developing and updating educational programs • A wide offer of modern PhD programs • Availability of English-language educational programs • A flexible policy of credit transfer • Support for academic mobility of students and scientific and pedagogical workers • Scientific and research experience and capacity • Broad geography of partnership 	<ul style="list-style-type: none"> • Insufficient number of participants in the educational process, who speak English • Insufficient activity of participation in international projects • Insufficient level of material and technical equipment • Limited financial resources to support international initiatives • A small number of foreign students • Low rates of incoming and outgoing student mobility • Low rates of presence in international rankings • Insufficient development of foreign economic activity of the university
External environment	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> • Autonomy of educational activities • Opportunities within international projects and programs, grant funds, scholarship programs, etc. • Interest of foreign students in Ukraine and favorable geographic position (proximity to the capital and the border with Belarus) • Interest of foreign researchers and grant sponsors in the military-political situation in Ukraine • Conditions for increasing the export of educational services 	<ul style="list-style-type: none"> • Visa policy requirements for foreigners arriving for a long period • Outflow of talented students and workers • High level of competition among HEIs of Ukraine • Low level of financial support for HEIs • Constant changes in the legal framework in the field of higher education • The military-political situation that negatively affects the image of Ukraine • Insufficient tourist attractiveness of the Chernihiv region

Picture 1. SWOT analysis of opportunities for CPNU internationalization development

To strengthen the competitive position of the university at the national and international levels, the development of an internationalization strategy is justified.

GENERAL PROVISIONS

This strategy corresponds to the priorities of the Strategic Plan for CPNU development for 2021-2027.

CPNU internationalization strategy aims at completing one of the main tasks, which include achieving international recognition of higher education by expanding and developing of international cooperation; increasing not only quantitative indicators of international activity but also qualitative (expansion of geography of mobility, development of joint projects with foreign partners, increase in competitiveness of graduates due to cross-cultural competences, etc.).

The purpose of CPNU internationalization strategy is to develop a model of internationalization and identify the ways of its introduction.

The strategy is consistent with the strategic goals of the university in the field of international activities:

- incoming academic mobility of students and training of foreign students at all educational levels;
- intensification and expansion of cooperation areas with foreign partner universities;
- active participation in academic mobility programs, international projects, contests and programs;
- introduction of double/triple degree programs, joint Bachelor's, Master's and PhD programs;
- development of English-language training.

This strategy is designed to meet the University's international cooperation objectives:

- diversification of financial sources to support the development of joint international education programs for students;
- increasing the student mobility ratings by developing virtual technologies and educational programs, involving students in international educational programs with the direct participation of partner universities;
- establishment of permanent contacts with universities from other countries in order to invite scientists, teachers and students to implement joint educational projects;
- attraction of foreign experts to ensure the certification of international educational programs, assessment of the level of scientific publications, teaching materials, competencies of scientific and pedagogical workers;
- improvement of the information and methodological base of international cooperation in order to ensure interaction with foreign universities, international, intergovernmental and non-governmental organizations, foundations and programs for adaptive recognition of the content of education at the university and partner universities;
- introduction of intensive foreign language teaching technologies for scientific and pedagogical workers;
- development of joint Master's programs with partner universities;
- organizing and conducting summer and winter university-based schools for representatives of partner universities and other educational and research institutions;

- establishment of cooperation with foreign and domestic universities and scientific institutions in order to improve the ranking of scientific publications;
- ensuring participation of university scientists in international scientific programs / projects in order to use the results of joint activities in the domestic and international markets of science-intensive products;
- promotion and support in the implementation of internship and training programs abroad;
- establishing cooperation with university graduates who work in foreign institutions for joint research and participation in international contests;
- improvement of the information system on offers for participation in international exchange, training and internship programs, contests and projects;
- participation in training and seminars and other activities on improving skills in writing project offers, filling in grant applications, writing motivation letters and letters of recommendation, etc.

MISSION, TASKS AND PRIORITY AREAS OF THE UNIVERSITY'S INTERNATIONALIZATION

The mission of CPNU internationalization is development of the university as an international higher education institution with a multicultural environment, high level of integration of training and research and higher education quality standards compliance. We also strive to join the group of university leaders in the export of higher education services by involving stakeholders: participants in the educational process, representatives of government, business and the public.

The tasks of CPNU internationalization include:

- systematic implementation of the European Higher Education Area tools in the University's educational process;
- growth in the university's scientific potential at the international level;
- increasing the competitiveness of graduates in the international labor market;
- increasing the international competitive status of the university;
- increase in export of educational services and scientific products;
- improvement of the management system of the university's international activity.

This Strategy defines the priorities areas for achievement of internationalization tasks:

- promoting the brand of CPNU and entering the world's educational ratings;
- creation of strategic alliances – network interaction and institutional partnership;
- introduction of the international dimension into the educational process;
- increasing the efficiency of international project activity;
- implementation of academic mobility programs;
- attraction of foreign citizens to study;
- development of a multicultural space.

Promoting the brand of CPNU and entering the world's educational ratings

In the context of globalization of the economy and the internationalization of higher education, international ranking systems become an important tool for assessing the university's performance. Ratings determine the status and competitiveness of a higher education institution at the regional, national and international levels, and modernize knowledge and technology advancement processes.

According to the program documents and priorities of CPNU development the main task is to enter the international rating system. This strategy determines the following advantages for CPNU:

- increasing the competitiveness in the national and international educational services markets;
- expanding the export of educational services and diversifying the financial sources of the university;
- strengthening the intellectual potential of CPNU and an opportunity to implement international educational programs.

The ways of implementation:

- development of CPNU international image and promotion of the university abroad (updating information on the website and social networks, advertising materials, media support, participation in international exhibition activities, etc.);
- strengthening of CPNU authority in the field of scientific research by increasing of the quotation index of scientific and pedagogical workers;
- membership in international educational and scientific associations and communities;
- increasing the reputation of the university among employers by organizing traineeships / internships, etc.

Establishment of strategic alliances – network interaction and institutional partnership

The strategy considers the network model as the most promising for sustainable development and strengthening the international status of the university. The basis of the interaction is the association of organizations for implementation of common goals and objectives, which increases the effectiveness of the partnership, organizes activities in specific strategic areas, promotes brand strengthening, and expands influence areas. All above-mentioned factors result in increasing the international reputation of each partner university.

The ways of implementation:

- establishment of strategic alliances on the basis of CPNU using the experience of international projects;
- development of an efficient model of the network project management on the basis of power distribution and establishment of responsibility areas;
- ensuring sustainability of project results.

Introduction of the international dimension into the educational process

Introduction of this priority direction is provided by a number of such measures:

- development and implementation of double degree programs with foreign universities;

- formation of a multilingual and multicultural environment in the university in order to increase the export of educational services and develop international cooperation in all areas of the University's activities;
- development of an offer of educational programs, disciplines and modules in English;
- creation of a document circulation system to ensure the educational process in English, including methodological and informational analytical materials, catalog of educational programs and services.

The ways of implementation:

- attraction of foreign teachers and scientists to conducting academic classes and research;
- development of a cross-cultural communication system and language training for participants in the educational process, administrative and economic personnel;
- organization of trainings on building international education and the implementation of Bologna process tools;
- development of permanent platforms for international educational and scientific communication (clubs, online platforms, etc.) at CPNU;
- providing technical support for teaching and learning foreign languages;
- modernization of university's educational programs in accordance with international standards;
- international accreditation of educational programs.

Improving the efficiency of international project activities

The strategy considers participation in international projects as a way to ensure the quality of educational services and university's administration as a regional center for innovation development. Participation in international projects promotes the development of CPNU potential and competitiveness on the basis of academic traditions and cultural heritage, using innovative technologies and best international practices.

The project activity aims at establishing institutional partnership, ensuring the quality of educational services, certification of educational programs, developing a framework of qualifications for lifelong learning, and improving the university management system.

Implementation of the project activity provides the following benefits for the university:

- access to modern technologies and practices in organizing the educational process;
- additional financial support for modernization of the educational process;
- strengthening and developing institutional relations at the national and international levels;
- creation of new mechanisms for the four-link partnership "university-government-business-community".

The ways of implementation:

- to promote participation of CPNU teachers and students in international projects;

- to draw up professional development programs on the effective management of project activities for CPNU staff;
- to ensure consistent and systematic implementation of project achievements and results into practice.

Implementation of academic mobility programs

The strategy considers academic mobility not only as a form of internationalization, but also as an indicator of international activity. Introduction of English-language modules and disciplines is an important resource for increasing mobility potential which will ensure equal participation of CPNU in the academic exchange, level up foreign partners' confidence and, as a result, contribute to enlargement of benefits and scholarships for students of CPNU.

The ways of implementation:

- development of scholarship/grant programs from support of international academic mobility;
- improving the quality of foreign language proficiency and training for students and staff involved in mobility programs;
- improving the procedures of recognizing study and practice periods abroad;
- development of joint international educational, social and cultural programs according to the system of summer schools;
- formation of program packs on professional development and internships for fund raising, which are implemented at the level of departments and faculties.

Attraction of foreign citizens for studying

Training of foreign citizens in Ukraine is central to educational services export of the Ukrainian educational system.

The strategy aims to develop CPNU competitiveness as a provider of quality educational services for foreign citizens as well as to strengthen the university position as the center of recognition of international education.

The ways of implementation:

- development of a marketing strategy for the promotion of the educational services to the foreign market;
- designing of informational and advertising materials in foreign languages (developing the official site of the university with a simple navigation system and foreign languages translation; publication of brochures and other reference sources; providing information on CPNU educational services on websites and information portals of educational agencies, embassies, and representational offices of cooperation in foreign countries, etc.);
- participation in international educational exhibitions;
- organization of career guidance visits abroad;
- creation of a virtual educational environment with the active use of the world's open educational resources;
- development of flexible module training programs.

Creation of a multicultural environment

The main principles of the social and cultural policy of CPNU are creation of corporate culture, civic engagement, sense of purpose, and respect for universal values. Creating an international atmosphere at the university will promote the development of cross-cultural competences, expanding opportunities for professional and cultural growth, as well as the formation of a tolerant educational ecosystem.

The ways of implementation:

- strengthening relations with international student associations and non-governmental organizations;
- cross-cultural student exchanges;
- formation of a tolerant environment towards representatives of other cultures and confessions by introducing social projects, organizing student festivals, days of national cultures, sports events;
- involvement of foreign citizens into the work of student self-government bodies, trade union organizations, and volunteer movements;
- introduction of an adaptive support system for foreign students;
- development of the university infrastructure, that provides conditions for comfortable stay and training of foreign citizens.

AN INTEGRATED MODEL OF CPNU INTERNATIONALIZATION

An integrated internationalization of CPNU is a comprehensive strategic process that integrates programs, activities and initiatives, in order to strengthen the university's position in the international space.

The integrated model of CPNU internationalization includes five interconnected components (Picture 2).

Internationalization of education

Students' training is a key factor of the university's internationalization. An internationalized training program provides students with international competences taking into account global perspectives. The results of a global-oriented education require students to have specific knowledge and skills which should be incorporated into training and educational programs.

General educational requirements. Courses focused on foreign languages, regional studies and global issues are included in the curriculum.

Internationalized courses and disciplines. Courses aimed at international perspectives focusing on global issues in a specific field.

Joint training programs. Programs and activities solve global problems, consolidate the international elements of a training program, provide interaction between students of different levels and support both the integration and success of international students.

Students' learning outcomes. International specific competence is included into general professional training courses of academic achievements and students' achievement assessment.

Virtual Internationalization. Technology and innovation are used to expand global training, for example by online learning, joint courseworks, interaction with students and lecturers abroad, etc.

Academic mobility of students and teachers (outgoing and incoming) is a focus of internationalization. The mobility of students and professors of CPNU to other countries contributes to their international experience, while the mobility of foreign teachers and students to CPNU strengthens an international image of the university among foreign partners.

Training of foreigners. A broad educational offer, orientation and adaptation programs for foreign students, services of structural divisions and specially organized activities attract prospective students and help to maximize foreign students' learning outcomes.

The *policy of credit transfer* allows students to obtain credits abroad, which will be recognized at the university.

Adaptation and support programs for foreign students allow maximizing training outcomes. Sessions on educational and cultural orientation are offered to all foreign students who have come to CPNU. The structural subdivisions of CPNU provide academic and social support to foreign students in order to effectively integrate them into the life of the university and the city.

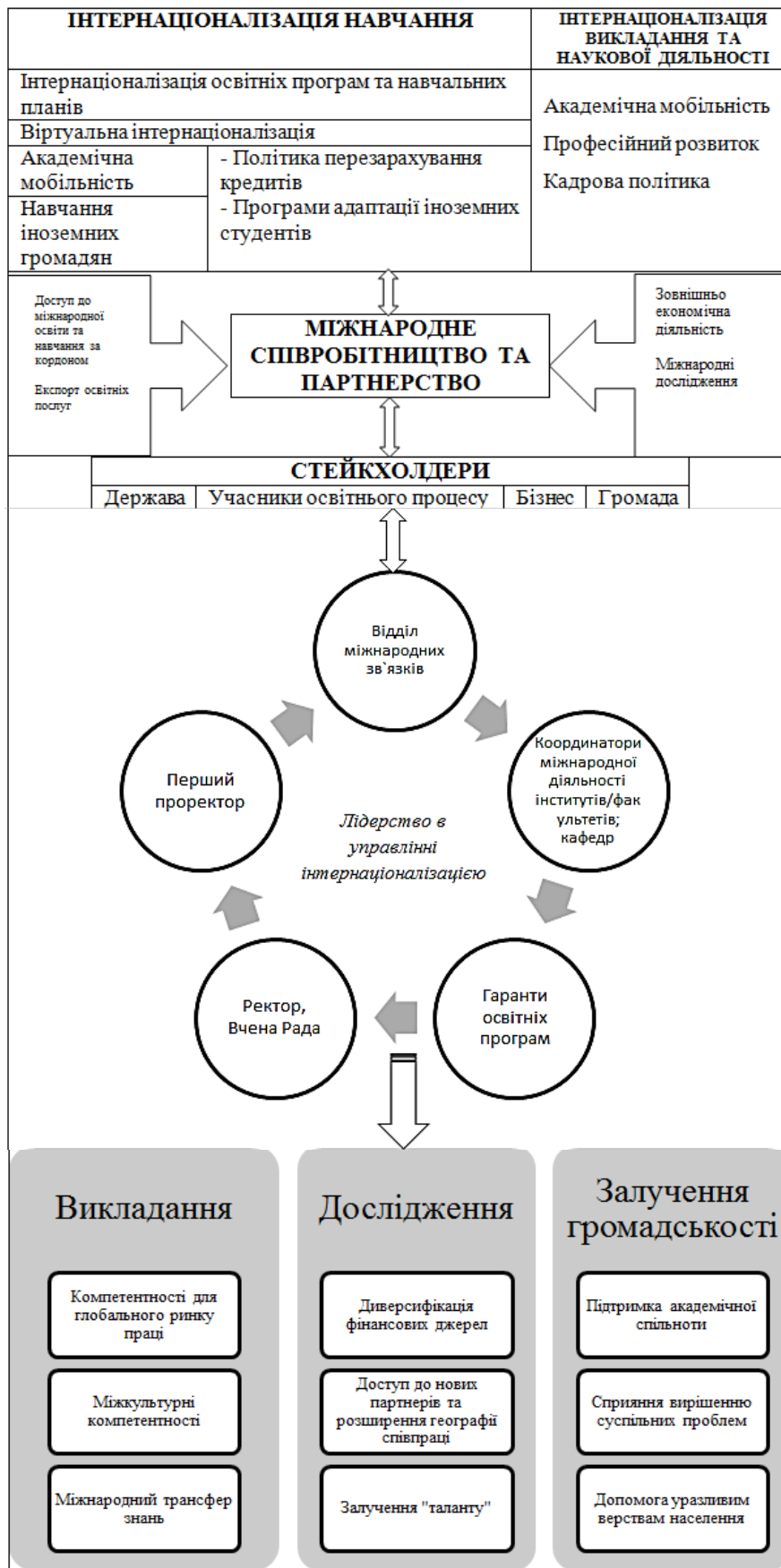
Internationalization of teaching and research

Institutes / faculties / departments as drivers of teaching and research activities play a central role in the internationalization of the university. The mechanisms for ensuring the internationalization policy of the university contribute to the development of international competencies, creating conditions for enhancing the international experience impact on student training.

Mobility of institutes / faculties. The administrative and organizational as well as financial mechanisms of the University's policy support scientific and pedagogical workers' initiative of taking part in international programs, projects, internships, etc.

Professional development. The invitation of foreign teachers and specialists to the University helps to develop the international competencies of scientific and pedagogical workers and incorporate international experience in their teaching activities.

Personnel policy. Achievements in international activity, experience and prospects for the development of international relations are among the criteria for assessing employees.

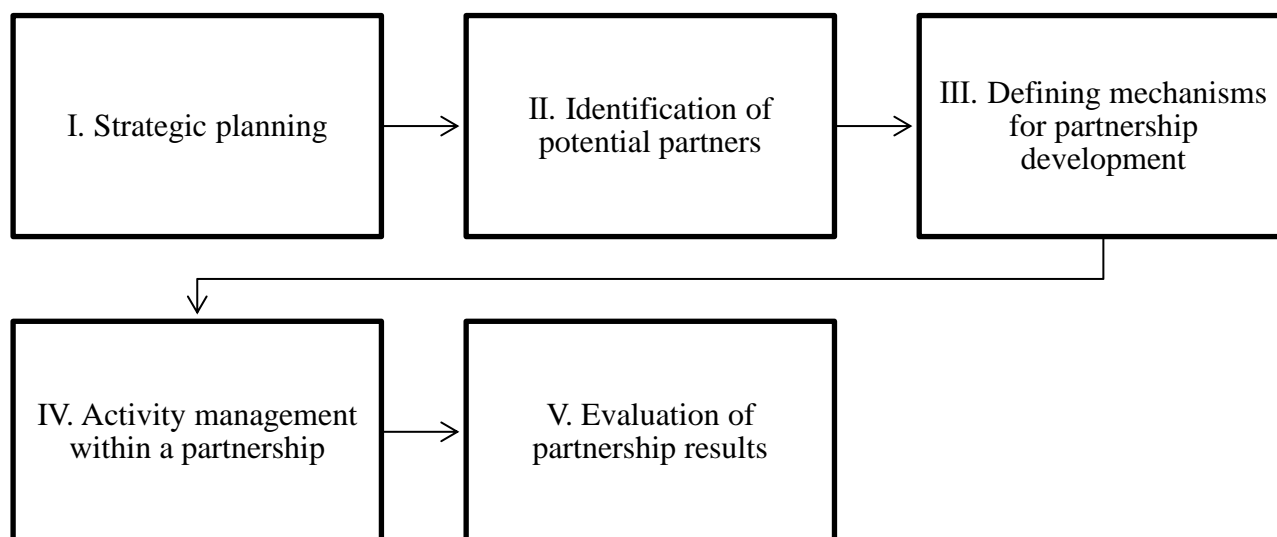


Picture 2. The integrated model of CPNU internationalization

International cooperation and partnership

Establishment of successful international partnerships and effective management of international cooperation is a key aspect of CPNU internationalization. International communication not only provides teachers and students with international experience, but also contributes to the improvement of training and educational programs and levels up the status of higher education institution.

The strategy defines a 5-step approach to introduction and management of an international partnership into higher education (Picture 3).



Picture 3. Steps to introduction and management of an international partnership into higher education

I STEP – Strategic planning. International cooperation of CPNU integrates into the general mission of the university, taking into account available financial and human resources.

II STEP – Identification of potential partners. Conferences, seminars and other international arrangements are considered as opportunities for establishing contacts for further cooperation. It is important to analyze the systems of higher education of potential partner countries, which enables to determine the priority directions of cooperation.

III STEP – Defining mechanisms for partnership development. An overview of possible ways and areas of cooperation will allow us to determine the optimal system of activities within the framework of a certain partnership. After signing cooperation agreements, CPNU together with its partners develops the current action plan to fulfill tasks of a cooperation agreement.

IV STEP – Activity management within a partnership. In order to fulfill the goals of a partnership, it is necessary to identify stakeholders who are interested in the results of cooperation as well as persons / units responsible for reporting.

V STEP – Evaluation of partnership results. Current monitoring and final assessment will allow us to determine the feasibility of further partnership and the need to amend the terms of cooperation agreements and plans for their implementation.

Stakeholders' interaction

Strategic planning with the involvement of key stakeholders determines the priorities of the university's internationalization and promotes the development of an effective roadmap for implementing planned changes. The evaluation mechanisms ensure compliance by two parties.

State level. The university's internationalization is based on the priorities of the national policy, taking into account the criteria and indicators of the internationalization success.

Participants in the educational process. At the university level, focus groups, discussions, and surveys among students and research and teaching staff should be conducted to identify priorities and "weaknesses" in the process of internationalization.

Employers act as an interested party in the results of internationalization, since they receive specialists with cross-cultural competencies.

Community. The university's internationalization as a center for social development must meet the needs of the community strengthening the international status of the city and region.

Leadership in internationalization management

Participation of university's administration and relevant administrative structures is the basis for the introduction of internationalization.

Top management. The rector and the first vice rector are the coordinators of the university's internationalization policy.

The *International Relations Office* implements the internationalization process of the University.

The *Scientific and Research Office* is responsible for the internationalization of the university's scientific process.

Coordinators of international activities of institutes / faculties and departments are responsible for planning, implementing and reporting on international activities within their structural divisions.

The *guarantors of educational programs* are responsible for the internationalization of training programs for higher education graduates at all levels of the university.

INTERNATIONALIZATION RESOURCES

The integrated model of CPNU internationalization determines the following resources for the university's internationalization:

- Diversification of financial sources due to grant and foreign economic activity;

- Information base on international opportunities for receiving grants, scholarships and participation in international programs and projects;
- Use of opportunities of social networks, web resources and social media;
- Partnership with local authorities, business sector and public organizations by involving in international arrangements and projects.

STAGES OF THE STRATEGY IMPLEMENTATION

I STAGE 2021-2023	<ul style="list-style-type: none"> • Development of perspective and current plans for implementation of the Strategy by assigned persons • Actualization of tasks and functions of the International Relations Office • Improving the reporting system of structural units on international activities at the departments • Improving the legal regulation of CPNU international activities • Actualization of existing and concluding new contracts on international cooperation, agreeing joint offers with foreign partners • Increased participation of CPNU in international networks and consortia • Informational content of CPNU international component • Strengthening the grant activities of the university • Updating educational programs • International certification of educational programs • Monitoring of achieved results. Making amendments and additions to the Strategy (if necessary)
II STAGE 2024-2025	<ul style="list-style-type: none"> • International certification of educational programs • Updating educational programs • Actualization of existing and concluding new contracts on international cooperation, agreeing joint offers with foreign partners • Improving the academic mobility model • Improving the marketing strategy for the promotion of CPNU educational services abroad • Improving virtual internationalization • Improving the commercialization model of scientific results abroad • Monitoring of achieved results. Making amendments and additions to the Strategy (if necessary)
III STAGE 2026-2027	<ul style="list-style-type: none"> • International certification of educational programs • Updating educational programs • Actualization of existing and concluding new contracts on international cooperation, agreeing joint offers with foreign partners • Establishment of joint training centers for professional development for specialists of foreign companies • Establishment of joint structures abroad

	• Monitoring of achieved results. Indicator assessment. Development of a new Strategy
--	---

FINAL PROVISIONS

The internationalization strategy of Chernihiv Polytechnic National University is approved by the Academic Council of the University and put into operation by the Rector's order.

Amendments and additions to the Internationalization strategy of Chernihiv Polytechnic National University are approved by the Academic Council of the University and put into operation by the Rector's order.