

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

VINNYTSIA NATIONAL AGRARIAN UNIVERSITY

DECISION
of Academic Council of
Vinnytsia
National Agrarian University
“ ” _____ 2019
Protocol No ____

APPROVED
by Rector of
Vinnytsia
National Agrarian University
_____ V.A. Mazur
“ ” _____ 2019

INTERNATIONALIZATION STRATEGY
of Vinnytsia National Agrarian University 2025

Vinnytsia, 2019

1. GENERAL PROVISIONS

The current development stage of world society is characterized by the growing role of international education and science, it permanently contributes to the deepening and diversification of interstate political, socio-cultural, and economic ties, country integration into the global economic space. In these circumstances, universities all over the world are stepping up the competitive struggle for leadership in the world education system that is considered as one of the most effective levers of influence on international events. The scientific and educational potential of Vinnytsia National Agrarian University (further – the University) allows it to become one of the leaders of the world educational and scientific community. The international professional image of the University promotes the expansion of foreign economic contacts with different countries all over the world.

University Internationalization is the basis for the long-term and short-term planning of international cooperation, communication activities and providing educational services for foreign citizens. The increased influence of both European and global values on the educational and scientific endeavours of the University will contribute to the creation of additional opportunities in all University activities. The University Internationalization Strategy creates a new willingness to perceive international cooperation of University as an integral part of the work that each structural unit of the University conducts, aimed at increasing its prestige on the international scientific and educational arena.

The strategy determines the aims, principles, objectives and mechanisms of the development of international activities of the University; it corresponds to the normative and legal base, i.e.:

- Law of Ukraine on Higher Education in the wording of January 1, 2019;
- Law of Ukraine On Education in the wording of January 19, 2019;
- Resolution of the Cabinet of Ministers of Ukraine On Approval of the Regulation on the Procedure for the Realization of the Right to Academic Mobility No. 579 of August 12, 2015;
- Statute of the Vinnytsia National Agrarian University (approved by the staff conference of June 14, 2017, approved by the Order of the Ministry of Education and Science of Ukraine No. 881 of June 20, 2017);
- Vinnytsia National Agrarian University development strategy for 2015-2020.

THE AIM OF UNIVERSITY INTERNATIONALIZATION

The aim of University internationalization is to promote the development and prosperity of the University, improve its national and international rating, to adapt to European and global standards of education and science. Considering the University integration into the international educational space its international activities include the following main areas:

- academic and scientific cooperation with foreign educational institutions and international organizations, associations and networks;

- organization of teaching staff and student academic mobility, internships, advanced training of teachers and students abroad;
- providing educational services for foreign students at the University by creating modern educational and research programs attractive to foreign students, scholars, scientific, teaching and administrative staff;
- using international experience in scientific, educational, methodological and cultural work;
- promotion of scientific cooperation with foreign colleagues;
- participation in international projects (programs, conferences, seminars, and symposiums);
- various grant activities;
- measures to affirm a positive image, increase the number of foreign partners and enter international ranking systems;
- conclusion of bilateral and multilateral agreements with scientific institutions and higher educational institutions of foreign countries;
- establishment and effective maintenance of permanent work contacts with foreign embassies and representatives of international organizations.

PRIORITY INTERNATIONALIZATION DIRECTIONS

Priority directions of internationalization are:

- expanding the geographic profile of international relations by concluding bilateral and multilateral agreements with scientific institutions and higher educational institutions of foreign countries;
- developing international academic and scientific mobility, participation in international educational and scientific programs, involvement of leading European scientists in joint research and training at the University, organization of specialists training at the leading foreign educational and research centres;
- international standardization and unification of curricula, plans, techniques of knowledge and skills forming;
- intensifying the dissemination of information about the opportunities of participating in international projects among the departments in order to involve them in preparing project applications and the implementation of international projects;
- intensifying the search for foreign HEI-partners in order to develop and introduce specialities for obtaining dual degrees into the educational process;
- heightening the search for opportunities to receive grants for student and teaching staff participation in international educational programs, including internships;
- providing coordination of the University units development and implementation of international agreements and treaties;
- solving topical issues, creating a culture of commercialization and technology transfer due to improving the potential of teaching staff in scientific and industrial innovation areas;
- conducting joint international projects, fundamental and applied research, developments in the priority fields of science and technology that form the

University as an international innovation, educational, research and production centre.

STRATEGIC BENCHMARKS OF UNIVERSITY INTERNATIONAL ACTIVITIES

The most important tasks of the University international activities for 2019-2025 are to deepen the University integration into the world educational and scientific space, to implement the innovative world-wide methods of organizing the educational process and scientific research in the University, expanding the educational services export, science-intensive and high-tech projects, as well as attracting foreign financing including international grants for the implementation of research and educational projects.

It is planned to implement a set of measures aimed at expanding the range of offered educational services in foreign-demanded specialties, creating master's educational programs in English, as well as introducing the practice of targeted training of foreign specialists under contracts with foreign states and companies in order to increase the educational services exports. The establishment and development of these measures will ensure the growth of educational services exports.

The main funding sources for the above mentioned measures will be the resources of such international programs as ERASMUS+, TEMPUS, MUNDUS, HORIZON 2020 etc.

Particular attention will be paid to the use of new opportunities of the EU ERASMUS+ program that allows academic mobility with EU financial support based on agreements (treaties/memoranda) between higher education institutions. Promising direction of such cooperation may be joint educational programs with partner universities.

The University cooperation with international organizations and foundations will be aimed at solving such tasks:

- establishing of direct contacts with educational institutions, scientific institutions, enterprises and organizations of foreign countries, conclusion of agreements and implementation of international agreements on cooperation, realization of joint international projects;
- realization of current and launching of new joint programs of dual degrees with University partners;
- strengthening of the image and competitiveness of the University in the world educational and scientific space;
- promoting participation in international, scientific and educational grants;
- usage of world experience in the management system and education quality assurance.

The main strategic tasks of the University international activities are:

- international recognition and high image among institutions of higher education;
- integration into the world and European educational and scientific space by expanding the academic mobility of students, scientists, and their participation in international projects, programs and joint research according to international

agreements concluded by the University with educational and scientific institutions of foreign countries;

- facilitating international postgraduate and doctoral students internships by establishing cooperation with foreign HEI partners, improving student internships in foreign companies;

- facilitating participation of the University teaching staff in international projects of teachers and scientists academic exchanges through attracting leading pedagogical and scientific workers of foreign universities to reading lectures, conducting trainings, seminars, etc.

- modern standards of research activities and education quality, competitiveness and prospects at the global educational services market;

- application of teaching in English for masters and scientific degrees applicants, optimization of University courses for teaching staff and students by improvement of language training, attraction of foreign volunteers (native speakers) for language teaching;

- providing of teaching staff and students participation in competitions for obtaining international grants for the implementation of educational programs and conducting scientific research, implementation of science-intensive projects;

- creation of prerequisites for attracting external financing due to internal grants;

- intensification of the University cooperation of with embassies, consulates and other representations of foreign countries and international organizations in Ukraine, organization and delivery of foreign countries culture days and the Europe day, organization of other joint activities at the University;

- the expansion of the University membership at the international associations and international unions of higher educational establishments;

- creation of prerequisites for the University's participation in leading world rankings by promoting the proper positioning of the University at global research and education networks, associations and groups, bilateral and multilateral local and global projects including outsourcing, virtual and other models of international academic activities;

- the creation and development of an organizationally complete, flexible, convenient, transparent, actively promoted management system of international academic mobility in the long term involving the creation of foreign offices and centers, international scientific and educational campuses and, as a result, a global platform for the exchange of economic, legal, didactic, organizational, managerial, informational and other technologies;

- the intensification of information and advertising activities to improve the international image of the University including concert, tour, sports, mass and cultural activities.

PRINCIPLES OF INTERNATIONALIZATION

Democracy, publicity, legality, humanism, respect for human rights, tolerant attitude to other cultures and peoples.

STRATEGIC INTENTIONALIZATION GOALS

The strategy of internationalization of the University is determined by the following goals:

Strategic goal 1: Improving the efficiency and effectiveness of university internationalization.

Strategic objectives:

- to constantly monitor the international cooperation potential at the faculties, departments, institutes and subdivisions of the University in order to expand international educational and scientific cooperation;
- to form an interaction mechanism of the University subdivisions to enhance international activity and increase the effectiveness of international cooperation at the level of departments, faculties, institutes and the University in general;
- to introduce an evaluating system for the departments international activity to enhance their role in the international activities of the University;
- to expand the international cooperation geography and international contacts of the University in order to achieve effective results in all directions of the international activities;
- to raise the University rates by increasing the significance of the International activity index;
- to facilitate the University admission into international educational associations, organizations, programs, funds in the form of full or associate membership;
- to form a system of quick and systematic coverage of the international activities and dissemination of promotional information on achievements and accomplishments of the University among international organizations, foundations, associations, and partner universities.

Strategic Goal 2: the expansion of academic and scientific mobility of teaching staff and students and their participation in international projects, programs, and joint research.

Strategic objectives:

- to enhance work on finding grant opportunities for students and teaching staff participating in international educational programs;
- to intensify the dissemination of information about the opportunities of participating in international projects among the departments in order to involve them in preparing project applications and the international projects implementation;
- to increase the involvement of University scientists and students in international projects and other forms of international educational, scientific and cultural cooperation;
- to expand student exchange programs and internships on the basis of bilateral agreements with foreign partner institutions;
- to organize and participate in international scientific and practical conferences, seminars and round tables, involving representatives of international organizations, and well-known scientists;

– to intensify the search for foreign partner universities in order to develop and introduce specialities for obtaining dual degrees into the educational process.

Strategic Goal 3: participation in targeted educational projects, grant programs, scholarship programs, and internships.

Strategic objectives:

– implementation of targeted educational projects, as the modernization of the education system aims to train highly skilled, mobile and creative individuals.
– joint research and publication of their results;
– organization of international scientific conferences, symposiums, congresses, seminars, and round tables;
– internships for teaching staff and students;
– teaching staff exchanges for conducting lectures;
– exchange of scientific and educational publications;
– studying abroad can greatly enhance the teacher qualifications, makes it possible to widely apply comparative techniques when presenting the material. Foreign experience allows teachers to improve existing and develop the latest methods and techniques of teaching the material, and constantly improve themselves.

Strategic Goal 4: increasing the number of foreign students.

Strategic objectives:

– establishment of partnerships and contacts with companies to attract foreign students;
– establishment of contacts with diplomatic representatives and consulates to promote the University activities;
– expansion of international cooperation to other regions of the world, i.e. expansion of cooperation with European and Middle East countries;
– intensification of the University promotional campaign outside Ukraine through publishing information in booklets, international and Internet publications, almanacs, professional journals.

BASIC PROGRAM STRUCTURES OF INTERNETIZATION

1. Institutional commitment, administrative leadership, structure and staff:

– taking into account the interests of all components while developing measures for implementation the internationalization strategy;
– periodic assessment of the state set goals accomplishing, progress and results that are formally measured and analyzed;
– identification of units responsible for coordinating and controlling internationalization activities, collecting and analyzing reports and materials from employees, other departments and foreign partners.

2. Internationalization of educational programs, academic results and non-academic activities:

- the implementation of international competences for general educational requirements, in particular on mastering foreign languages, understanding of the actual problems of world regions and global challenges;
- taking into account the international dimension in each educational program in each cycle of specialists training, in particular through the development and introduction of new subjects forming international competencies, or through appropriate adaptation of existing subjects;
- developing with foreign partners of integrated courses and programs that involve cooperation with foreign students and teaching staff;
- the creation of opportunities for international communication in non-academic activities, tolerant interaction between students and teaching staff, the rapid integration of foreign students and teaching staff into the student and academic environment of the University;
- validation of learning outcomes with obligatory assessment of the developed competencies by means of internationally approved indicators;
- requirements review for obtaining international certificates, bachelor's, master's, Ph.D. and Doctor`s Degrees.

3. International dimension of the University policy concerning research and teaching staff:

- scale, character and level of international cooperation of the University;
- compliance with international criteria of the achieved level of career development of research and teaching staff;
- evaluation of grant and publication activity of research and teaching staff;
- conducting joint international research, its consequence should be the identification of scientific and commercial effect;
- staff participation in international conferences and global research networks.

4. Student mobility:

- creating conditions and providing information, advisory support to students studying abroad and foreign students studying and obtaining scholarships at the University;
- enrolment of educational achievements received by students for certain programs and disciplines while studying abroad;
- holding sessions of academic and cultural adaptation for foreign students, developing programs for their integration into the University environment;
- appointment of responsible departments and persons for academic and social support of foreign students.

5. International cooperation management:

- implementation of the University international cooperation model and other regulatory documents in its strategy;
- selection of the most effective organizational forms of international cooperation development;

- identification of existing and potential partners, taking into account the general context of the country's development, its policies, priorities, structures and actions;
- clarification of the nature and level of centralization / decentralization of management of international cooperation.

INTERNATIONALIZATION OF THE UNIVERSITY ACTIVITIES

Internationalization of educational activities

- developing of joint curriculum and training materials with foreign partners;
- establishment of international student exchange programs;
- working out of joint international dual degree programs and certification programs for training;
 - accreditation of training programs in international agencies and national accreditation of educational services;
 - generalization of information about opportunities to participate in international programs of academic mobility and motivation of teaching staff to it;
 - regular study the effectiveness of use of the partnership with the University of domestic and foreign research universities, research institutions and enterprises;
 - working out of a comprehensive model of development and active summer schools; holding summer schools with partner universities with foreign students;
 - establishment of cooperation with foreign and domestic organizations, in particular with the Ukrainian State Centre for International Education of the Ministry of Education and Science of Ukraine;
 - the use of educational opportunities provided by embassies of foreign countries;
 - determination of the criteria for selecting the types of programs for bachelors and masters provided by the International Standard Classification of Education;
 - establishing the list of foreign languages, on which the teaching should be organized;
 - development of curriculum and other normative documents in English;
 - diversification of volumes and types of services related to post-graduate education for foreign citizens in Ukraine;
 - identification of global and professional competences for each subject;
 - implementation of training programs that provide opportunities for international qualifications;
 - development of VNAU cooperation with foreign recruitment agencies for employment of graduates, students internships in foreign companies and international organizations;
 - increase of the involvement of foreign teachers in the educational process at the University;
 - ensure the availability of international educational and scientific resources through the Internet by access to specialized and universal international scientometric databases; concluding cooperation agreements with organizations

that provide driving foreign scientometric databases; increasing the number of training materials and the results of the educational process in the public domain in foreign languages;

- development and implementation of policies landmark remote use of massive open online course for development of competencies of students, teachers and researchers of the University;

- empowering foreign languages and their practical application;

- foreign policy justification for the use of foreign language teaching works for the development of competencies of students, teachers and researchers of the University;

- the interpretation of the University leading scientists works in foreign languages;

- popularization the use of library facilities for the foreign sources studying.

Internationalization of scientific activities

- expert initiation of international research projects, including through the attraction of international grants for joint research;

- publish together with foreign partners scientific monographs and other scientific publications, papers in journals, including those members of the international scientometric databases Web of Science, Scopus;

- creating a common foreign universities content training programs for graduate PhD;

- creation, participating and development of research networks;

- regular international conferences, forums, thematic round tables with participation of foreign participants for public presentation of the practical results obtained;

- attract students and postgraduates to the organization and holding of international events;

- holding of international, national and regional student competitions and student research;

- development of relations with the international student organizations;

- part of the University and teaching staff in international research and professional networks;

- gradual turning of the University into a platform of relationship between national and international research and professional networks;

- encouraging University teaching staff to participate in the editorial boards of foreign academic and scientific journals, international professional associations;

- encouraging foreign authors, i.e. leading experts with high indicators in international scientometric databases to publish at the University journals.

Internationalization of social, humanitarian and educational policies

Creation and strengthening of the image of the University as a leading educational and scientific institution in the educational market:

- initiate and conduct joint international scientific and educational projects with public institutions, foreign educational institutions and businesses;
- research for the benefit of and at the request of state and local governments, businesses and public organizations on issues covering areas of their international activities;
- development of the University cooperation with international organizations and foreign funds;
- support relationship with foreign graduates and citizens of Ukraine who work on specialty abroad;
- stimulating the participation of University sports teams in international competitions;
- conducting research, educational, cultural and sports events, including with partner universities;
- stimulating the participation of students in international sporting events, social programs, cultural exchange projects;
- support the University cultural-linguistic centres of the partner countries in order to ensure cultural exchange and facilitate business interaction with the foreign partners;
- improvement and optimization of international cooperation between students self-government bodies.

ORGANIZATIONAL SUPPORT AND IMPLEMENTATION OF THE UNIVERSITY INTERNATIONALIZATION STRATEGY

General control over international activities lies in the purview of the President and Rector of the University.

The Vice-Rector for Research and Training and Academic Activities is responsible for the implementation of educational activities internationalization. The structural divisions under her authority are the educational and scientific centre, the certification training, postgraduate education and extension centre, and separate structural units.

The Vice-Rector for Scientific, Innovative and International Activities is responsible for general monitoring of scientific and international activities internationalization and its implementation. The structural divisions under her authority are the department of international relations and research, the postgraduate and doctoral department.

The Vice-Rector for Educational Work and Humanitarian Policy is responsible for internationalization of cultural and educational activities promoting international educational standards of young people and the preservation of national and international traditions. The structural divisions under her authority are centre of pre-university training, admission and educational work, centre of culture and leisure, editorial and publishing department, department of media and information resources.

The Deans of the faculties are responsible for the implementation of the international activity strategy, coordination of the international activities between the faculty departments, promotion of international mobility for students and

teachers, and dissemination of relevant information among students, teaching staff and employees.

ORGANIZATIONAL AND INSTITUTION SUPPORT OF INTERNATIONALIZATION

- promoting systematic quality control of education at the University;
- regular (annual) conduct a comprehensive study of the effectiveness and implementation problems of the strategy of internationalization;
- constant monitoring of the actions of key competitors in the domestic and international market of educational services and research;
- permanent monitoring of the major domestic, foreign and international publications, including ratings and reviews of the status and trends of the higher education in the world;
- develop policies and procedures for improving the academic achievements of students that they have received studying in other educational institutions, including abroad;
- introduction of preparation and publication of advertisements, plans and reports on the performance of the University in Ukrainian and foreign languages (including English);
- establishing objective requirements of foreign language skills for the University staff whose functional responsibilities include the possibility of contact or work with foreign sources of information and develop opportunities to improve it;
- development and implementation of programs of development of language and cross-cultural competencies, open to all interested staff of the University;
- developing the possibility of internships for scientific-pedagogical and administrative-managerial staff of the University abroad;
- identify an algorithm and additional support and additional support services for foreign students and teaching staff, and University students and teaching staff participating in international events;
- encourage cooperation among the University staff within international projects;
- exchange of experience between University professors and researchers who implement international projects (educational, research), including trainings for participation in international grants projects;
- determining criteria for making decision on recognition, including the equivalence accorded to obtained in foreign higher education bachelor's degree, master's degree, Ph.D., Doctor of Sciences and academic degrees of associate and professor at enrollment for studies and / or position of scientific or scientific-pedagogical employee;
- determining of criteria for obtaining and termination of membership of the University in international educational and scientific associations, organizations, conventions and treaties;
- development and introduction of standard contracts for participation of students, postgraduates, researchers and teaching staff in international academic mobility programs;

- introducing an integrated approach to motivating, initiate, support and implement international research projects and new forms of international scientific cooperation;
- development of scientific and technological cooperation between the University, foreign offices, industrial and scientific firms and educational institutions;
- introduction of systematic work on the collection and regular updating of information on University scientific and educational projects requiring grant financing at the expense of foreign and international funds;
- development of systematic work on finding opportunities for financing projects of the University at the expense of foreign donors;
- information support for the development of design and application documents by staff and students on international scientific and educational cooperation;
- improvement of control over the implementation of the results of international educational and research projects, the introduction of transparent analytics, monitoring and reporting on all international projects;
- creation of educational and research departments with or under the auspices of international organizations and enterprises representatives;
- regular (annual) research on the problems of the development of international research activities of the University;
- ensuring regular maintenance and updating of the University websites and University scientific publications in foreign languages, incl. key web pages in the main languages of the European Union;
- gradual advancement of University scientific publications in international scientometric databases;
- dissemination of citing motivation of papers of the University teaching staff;
- develop the practice of inviting famous foreign professors, representatives of foreign companies to hold public lectures at the University;
- raising campaign work on resources and the participation of stakeholders in the development of the internationalization of the University;
- establishing of a list list of priority international rankings of the universities in which the University is included;
- establishing of a list of priority international research, professional networks and organizations in which the University participates;
- empowerment of training abroad for scientific and teaching staff of the University;
- developing of the models and strategy of the University participation in international exhibitions, fairs, and global forums.

INTERNATIONALIZATION INDICATORS SYSTEM

Data collection and analysis of indicators of internationalization is of complex nature and consists of three main and one additional database:

- ***absolute indicators:***

- the number of foreign students;

- the number of students who studied abroad;
- the number of programs of joint and dual diplomas;
- the number of students who received joint and dual diplomas;
- the number of students who participated in scientific and educational activities abroad;
- the number of students who participated in international scientific and educational activities at the University;
- the number of foreign teachers and researchers;
- the number of international events held: conferences, round tables, presentations, seminars, master classes and working meetings;
- position of the University in international rankings;
- position of the University in the international scientometric databases of Scopus, Web of Science, Google Scholar and others;
- the number of citations in the international scientometric databases;
- Hirsch index (h-index) of the University;
- the number of publications of the University staff abroad;
- the number of joint international publications;
- the number of publications by foreign authors in the journals of the University;
- the impact factor of scientific publications of the University according to the international scientometric databases;
- the number of programs that have received international accreditation;
- ***relative indicators:***
 - the share of foreign scientific and pedagogical staff;
 - the share of teachers who have received a science degree abroad;
 - the share of foreign students;
 - the share of students employed after 2.5 and 10 years after graduation: in Ukraine and abroad, in foreign-owned companies, in companies engaged in foreign economic activity;
 - the share of subjects taught in a foreign language;
 - the number of publications per one scientific and pedagogical employee;
 - the share of publications with international co-authorship;
 - the share of income from international educational activities;
 - the income from studies per a scientific and pedagogical employee;
 - foreign share of income from research activities;
 - the ratio between doctoral degrees granted (candidates and doctors of sciences) and the number of academic staff;
 - the ratio between doctoral degrees granted (candidates and doctors of sciences) and bachelor degrees.
- ***qualitative indicators:***
 - students' level of foreign languages proficiency and their use;
 - the degree of students' satisfaction by the level of internationalization of educational programs;
 - the degree of satisfaction of graduates by the obtained global and professional competences;

- score evaluation of opportunities for the internationalization of teaching activity;
- score evaluation of internationalization quality of scientific activity of departments, faculties and institutes;
- evaluation of the effectiveness of the implementing the strategy of internationalization.

RESOURCES OF INTERNETIZATION

- diversification of sources of funds for research through grants, venture capital, charitable funds from public, private and other sources;
- creation of organizational, legal and financial bases for the implementation of academic mobility of students, postgraduate students, and teachers, including the involvement of sponsorship funds and grants;
- improving use efficiency of material and technical base of the University by conducting international activities (educational, scientific, sports, cultural, etc.);
- improving range of partner organizations involved in conducting in international events (media, hotels, printing houses, transport services, communications, tourism, catering, etc.);
- the creation of centralized information bank on opportunities for grants, scholarships and participation in international competitions, including Erasmus + and Horizons 2020;
- improving use efficiency of the University web pages and the media.

FINAL PROVISIONS

The internationalization strategy of the University is approved by the Academic Council of the University and is introduced by the order of Rector of the University.

Amendments and supplements to the internationalization strategy of Vinnytsia National Agrarian University should be approved by the Academic Council of the University and should be introduced by the order of the Rector of the University.

Conformed by:

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