

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
KHMELNYTSKYI NATIONAL UNIVERSITY

APPROVED

Rector of Khmelnytskyi

National University

\_\_\_\_\_Serhii MATIUKH

Internationalization Strategy  
of Khmelnytskyi National University  
for 2022-2025

APPROVED

Academic Council of

Khmelnytskyi National University

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Chairman of the Academic Council

\_\_\_\_\_Mykola Skyba

Khmelnytskyi

## Content

Internationalization Strategy of Khmelnytskyi National University for 2022-2025.....	3
Foreword.....	3
Goal .....	4
Institutional obligations regarding the implementation of the Strategy foresee.....	4
Objectives and priority areas of the Strategy .....	4
Main stages of implementation of the Internationalization Strategy .....	11
1. First stage (2022-2023).....	11
2. Second stage (2023-2024) .....	11
3. Third stage (2024-2025) .....	11
Organizational and institutional support for the implementation of the Strategy.....	11
Resources for the Strategy implementation .....	13
Financial resources: .....	13
Strategy actors and stakeholders.....	13
System of indicators for evaluating the achievements of the Strategy .....	14
Strategy planning and monitoring mechanism .....	16
Final provisions .....	16
Afterword.....	16

# **Internationalization Strategy of Khmelnytskyi National University for 2022-2025**

## **Foreword**

The role of internationalization in the life of Khmelnytskyi National University (hereinafter - the University) attains an existential character, since in the conditions of globalization processes, it is impossible to achieve a high international competitiveness for a higher education institution without its broad integration into the global scientific, educational and cultural space.

In view of global trends, the University's Development Strategy for 2021-2025 defines the integration into the European and global educational space as one of the key objectives. Khmelnytskyi National University prioritizes the deepening of international cooperation in all aspects of its activities and the active implementation and application of international and universal values.

The Internationalization Strategy of the University for 2022-2025 (hereinafter - the Strategy) summarizes the main areas of international activity and at the same time expands and details each of them. The strategy envisages comprehensive internationalization of the University.

Comprehensive internationalization acts as a strategy for active introduction of the international dimension into all basic spheres of activities of higher education institutions and as a phenomenon is much broader than just a range of various types of international activities. According to the definition of comprehensive internationalization of higher education generally accepted in the global educational space, which was guided by the developers of the Strategy, comprehensive internationalization is " a commitment, confirmed through action, to infuse international and comparative perspectives throughout the teaching, research, and service missions of higher education. It shapes institutional ethos and values and touches the entire higher education enterprise. It is essential that it is embraced by institutional leadership, governance, faculty, students, and all academic service and support units. It is an institutional imperative, not just a desirable possibility. Comprehensive internationalization not only impacts all of campus life but the institution's external frames of reference, partnerships, and relations." (John K. Hudzik in *Comprehensive Internationalization: From Concept to Action*. NAFSA: Washington, DC, 2011).

The Strategy complies with the following regulatory framework, namely:

- Law of Ukraine On Higher Education as amended on July 28, 2022;
- Law of Ukraine On Education as amended on July 28, 2022;
- Resolution of the Cabinet of Ministers of Ukraine No. 579 as of August 12, 2015, On approval of the Regulation on the procedure for realizing the right to academic mobility;
- Resolution of the Cabinet of Ministers of Ukraine No. 599 as of May 13, 2022, On Amendments to Certain Resolutions of the Cabinet of Ministers of Ukraine Regarding the Regulation of Academic Mobility Issues;
- Strategy for the development of higher education in Ukraine for 2022-2032 as of February 22, 2022;
- Charter of Khmelnytskyi National University, approved by the Order of the Ministry of Education and Science of Ukraine as of 05/06/2022 No. 415 (approved by the conference of the

labor team on 09/22/2021);

- Development strategy of Khmelnytskyi National University for 2021-2025, adopted by the decision of the Academic Council of the University (protocol No. 7 as of December 29, 2020)
- Regulations on the procedure for realizing the right to academic mobility, approved by the Academic Council of the university (protocol No. 77 as of July 1, 2022);
- Relevant decision of the Academic Council of KhNU;
- Other regulations in the field of higher education.

## Goal

The Strategy is aimed at implementing complex measures of comprehensive internationalization in the University's activities in the educational, research, innovation and administrative and management spheres.

The implementation of the Strategy will be carried out through the comprehensive implementation of its components with the participation of all structural units of the University involved in the field of international education during 2022-2025. The implementation of the Strategy should ensure the creation of favorable conditions at the University for the promotion of educational services on the international market, the exchange of scientific achievements, the establishment of the international profile of the University as a full-fledged participant in the world educational space.

### **Institutional obligations regarding the implementation of the Strategy foresee:**

- consideration of the interests of all stakeholders of the process of developing measures to implement the Internationalization Strategy;
- periodic assessment of the status of achievement of defined goals, progress and results, which are formally measured and analyzed using selective indicators of dynamic and structural shifts;
- identification and monitoring of the activity levels of structural units responsible for the process of internationalization;
- collection and analysis of reports and materials from employees, other departments and external partners to evaluate internationalization activities.

### **Objectives and priority areas of the Strategy**

<b>Priority areas</b>	<b>Objectives</b>
<b>Strategic partnerships</b>	<ul style="list-style-type: none"><li>• sustainable development of international activities aimed at supporting strategic partnerships;</li><li>• expansion of international relations, conclusion of bilateral and multilateral agreements with international universities and scientific institutions, organizations;</li><li>• development and implementation of joint educational programs and programs of double diplomas with international HEI partners;</li><li>• implementation of joint international projects, fundamental and applied</li></ul>

	<p>research, developments in priority fields of science and technology;</p> <ul style="list-style-type: none"> <li>• formation of a modern innovative environment of higher education seekers and employees with high-level linguistic and intercultural competences, capable of adequately respond to global challenges;</li> <li>• development of the University graduates' skills and abilities that will allow them to confidently compete in the global labor market and feel as full-fledged members of the global community;</li> <li>• further implementation of the distance education technology system, which allows to exchange the best practices with all the partners.</li> </ul>
<b>Integration into the international education and research space</b>	<ul style="list-style-type: none"> <li>• admission of the University to the international educational associations which activities correspond to its profile;</li> <li>• constant improvement of the quality of educational, scientific and other services through monitoring and implementation of the best global educational practices and implementation of joint innovative projects;</li> <li>• integration of the international component into the implementation of educational programs and scientific research.</li> </ul>
<b>International Academic Mobility</b>	<ul style="list-style-type: none"> <li>• introduction and development of international academic mobility of higher education students, doctoral students, scientific and pedagogical, scientific and other employees of the University;</li> <li>• implementation of programs of international virtual academic mobility of higher education students, doctoral students, scientific-pedagogical, scientific and other employees of the University;</li> <li>• development and implementation of programs of joint and double diplomas, joint courses (COIL) with foreign HEIs-partners.</li> </ul>
<b>Grants and projects</b>	<ul style="list-style-type: none"> <li>• increase of the effectiveness of the University's international grant and project activities;</li> <li>• participation in projects financed by the EU programs, such as: Erasmus+, Horizon Europe, etc.;</li> <li>• intensification of work on finding grant opportunities for higher education applicants and scientific and pedagogical employees in international educational programs, in particular internships;</li> <li>• usage of material and financial resources by obtaining the international grants, implementation of international scientific and technical cooperation.</li> </ul>
<b>Branding</b>	<ul style="list-style-type: none"> <li>• development of own multicultural profile, expansion of the geography of brand promotion and results of the University's activities;</li> <li>• comprehensive support for the development and prosperity of the University;</li> <li>• increase of its international rating, adaptation to European and world standards of education and science;</li> <li>• inclusion in the world educational rankings;</li> <li>• participation in international conferences, exhibitions, forums, educational and scientific projects.</li> </ul>

## Strategic tasks, success criteria and implementation activities

Strategic tasks	Success criteria	Implementation activities
<p><b>Effective management of the University's international activities</b></p>	<p>A clear structure of management of international activities with regulatory guidelines for the main directions</p>	<ul style="list-style-type: none"> <li>• To strengthen the analytical and representative role of the international relations department, primarily in working with the University's strategic partners, in shaping the University's image and its presentation in international organizations and associations.</li> <li>• To develop the potential of the faculties, departments and structural units and divisions of the University in terms of quality implementation of international activities.</li> </ul>
<p><b>Development of strategic partnerships.</b></p> <p><b>Continued entry of the University into the global scientific and educational space</b></p>	<p>Defined circle of strategic partners of the University with corresponding programs of joint activities.</p> <p>Interaction with international educational associations, organizations, foundations.</p> <p>Joint and double degree programs, joint COIL courses, other types of joint educational and research activities with international partners.</p>	<ul style="list-style-type: none"> <li>• To conclude the comprehensive cooperation agreements (research, academic mobility, etc.) with leading universities, scientific research and scientific institutions of other countries.</li> <li>• To promote the University's full or associate membership in international educational associations, organizations, foundations.</li> <li>• To promote the participation of separate departments and individual scientists in relevant professional international associations.</li> <li>• To analyze the possibilities of international associations and to distribute the relevant information among the structural units of the University, to participate in the activities of these organizations (projects, surveys, etc.).</li> <li>• To annually analyze the University's networks of international contacts and international cooperation, to develop the priority criteria for establishing a profitable partnership.</li> <li>• To development the joint educational programs and double degree programs with foreign</li> </ul>

		<p>partners.</p> <ul style="list-style-type: none"> <li>• To spread the practice of involving foreign teachers in the educational process at the University.</li> <li>• To develop together with foreign partners the integrated courses of educational disciplines, which involve active interaction with domestic and foreign students of higher education and scientific and pedagogical (pedagogical) workers.</li> <li>• To develop, test and introduce the open distance courses for forming the additional competences among students of higher education, as well as scientific and pedagogical staff, researchers and employees of the University to create its positive image abroad;</li> <li>• Mutual inter-university transfer of creative competences of students, postgraduates, doctoral students and teachers, which allows to form a harmonious personality while setting its creative, professional, cultural, organizational and other abilities that can be identified at the university, regional, national and international levels.</li> </ul>
<p><b>Grants and projects activities of the University</b></p>	<p>Participation of the University students, doctoral students, scientific-pedagogical, scientific and other employees of the University in international grant activities</p>	<ul style="list-style-type: none"> <li>• To monitor the open calls for grant applications under the programs of the European Commission, governments of European states and other partner countries.</li> <li>• To disseminate the information among University students, doctoral students, scientific-pedagogical, scientific and other employees of the University about the possibility to submit the grant applications for international programs and provide the methodological recommendations, in particular for preparing high quality grant applications.</li> </ul> <p>To preliminary analyze the lessons learned of the past projects and better prepare for the new ones.</p>

<p><b>Leveraging the academic mobility and establishing a competitive stimulating environment that will contribute to the individual mobility of University students, doctoral students, scientific pedagogical, scientific and other employees</b></p>	<p>The number of graduates, doctoral students, scientific and pedagogical, scientific and other employees of the University who participated in academic mobility programs (duration of 1 month and longer).</p> <p>English-language educational programs.</p> <p>The number of subjects taught in a foreign language.</p> <p>An information resource with current opportunities for the academic mobility.</p>	<ul style="list-style-type: none"> <li>• To summarize information about the international programs of academic mobility and motivation of scientific and pedagogical workers to participate.</li> <li>• To monitor and inform the University students and employees about opportunities and proposals for participation in the academic mobility programs abroad.</li> <li>• To provide the advanced training of teachers and employees through scientific, pedagogical and professional internships abroad.</li> <li>• To implement the practice of virtual mobility. <ul style="list-style-type: none"> <li>• To disseminate the internship experience in international organizations to those interested students and employees.</li> <li>• To provide a broad educational offer, orientation and adaptation programs for foreign students, organization of special events aimed at attracting foreign citizens to study in the University.</li> <li>• To develop the cooperation with foreign and domestic organizations regarding the attraction of foreign students to study at the University, in particular with the Ukrainian State Center for International Education of the Ministry of Education and Science of Ukraine and private recruiting firms.</li> </ul> </li> <li>• To use the educational opportunities provided by embassies of foreign countries.</li> <li>• To diversify the educational programs in English.</li> <li>• To draft the packages of information and regulatory documents about the educational and scientific activities of the University in English.</li> </ul>
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<p><b>Increasing the prestige and popularity of the University in the international market of educational services</b></p>	<p>Representation of the university at renown external information resources and events.</p> <p>Creation of new and improvement of existing information resources (websites, social networks).</p> <p>Informational materials in a foreign language regarding the areas of international activities of faculties/departments.</p> <p>Foreign students at the University.</p> <p>Research and educational, cultural, and sports events held at the University with the participation of foreign partner universities</p>	<ul style="list-style-type: none"> <li>• To systematize the activities related to the presentation of the University at the information resources and events associations.</li> <li>• To develop modern informational materials in a foreign language regarding the areas of international activities of the University's faculties/departments.</li> <li>• To conduct research, educational, scientific, cultural and sports events with the participation of foreign partner universities.</li> <li>• To actively participate in improving the qualifications of employees of state and local authorities, businesses while implementing joint international initiatives.</li> <li>• To increase the number of foreign higher education graduates studying and doing internships in Ukraine.</li> <li>• To ensure the participation of University's sports teams in international competitions.</li> <li>• To conduct joint international research, educational, cultural, entertainment events, in particular with partner universities.</li> <li>• To promote the ideas of sustainable development in the international society, to apply the principles of responsible investment, as well as to support of global initiatives of the UN and other international organizations.</li> <li>• To spread the knowledge about the benefits of creating a free trade zone and association between Ukraine and the EU.</li> <li>• To initiate the international cooperation of student self-government bodies.</li> </ul>
<p><b>Creating stakeholders network</b></p>	<p>Possibility of constant contact with stakeholders of the University</p>	<p>Active use of connections with graduates of the University who work in international centers, organizations in accordance with the specifics of the educational programs of the institution.</p>

<p><b>Ensuring the global dimension of scientific research, knowledge and technology transfer</b></p>	<p>International recognition of scientific research through joint publications and projects with foreign partners, orders from foreign companies, implementation of research results in other countries and work of foreign scientists in research teams of the University.</p>	<ul style="list-style-type: none"> <li>• To extend the practice of dual leadership to all specialties, to introduce network scientific and educational programs implemented simultaneously with the partner institution.</li> <li>• To open joint scientific laboratories with foreign partners.</li> <li>• To increase the number of research and educational employees involved in the implementation of scientific grant projects.</li> <li>• To increase the number of applications for international scientific grant projects to 10.</li> <li>• To ensure the international patenting of scientific developments.</li> </ul> <p>Increasing the number of scientific works in publications indexed in the Web of Science and Scopus databases in cooperation with foreign partners</p>
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## **Main stages of implementation of the Internationalization Strategy**

### **1. First stage (2022-2023)**

- Development of an action plan for the implementation of the Strategy and appointment of responsible persons;
- Discussion and agreement of common points of the Strategy with foreign partners of the University;
- Start of implementation of joint educational programs, double degree programs;
- Making adjustments to the Strategy;
- Promoting the development of grant activity at the University.

### **2. Second stage (2023-2024)**

- Support for educational programs in foreign languages;
- Development of an open and accessible model of international academic mobility for students, research and educational staff and other employees of the University;
- Entry of the University into the TOP of the best universities according to international rankings.

### **3. Third stage (2024-2025)**

- Analysis of the results achieved through the implementation of the Strategy;
- Assessment of qualitative and quantitative indicators of the implementation of the Strategy;
- Assessment of changes and their impact as a result of implementing the Strategy;
- Analysis of challenges and mistakes that occurred during the implementation of the Strategy;
- Development of a new Strategy.

## **Organizational and institutional support for the implementation of the Strategy**

Organizational and institutional support for the internationalization of the University should be systematic, balanced and cover various levels of interaction of structural units.

At the department level, such activities include:

- establishment of academic ties with relevant departments of partner universities;
- development and implementation of joint programs, plans, events etc;
- improvement of the content of international academic mobility programs of students, graduate students, research and pedagogical staff;
- invitation of famous foreign professors, practitioners, young scientists, representatives of international companies to hold public lectures at the University;
- proactive support of those scientific and pedagogical workers of the University who have the status of visiting professors and implement their projects in foreign higher education institutions;
- exchange of experience regarding the organization of scientific research activities of the units of the departments with the partner university;
- initiation and/or expansion of the number of English-language programs and the contingent of students taking those programs;
- improving the quality of teaching due to the implementation of progressive ideas of foreign experience;
- focus of the department's grant activity on current areas of modern research; increasing the international publishing activity of the scientific and pedagogical staff;
- promotion of membership of the department staff in international trade unions, associations, educational and research networks.

At the level of the faculty / educational and scientific institute such activities include:

- establishment of inter-faculty relations with University's international partners and establishment of cooperation with similar units of foreign HEIs in the areas of the educational process, student activity and extracurricular activities;
- exchange of experience between scientific and pedagogical staff and researchers of the University, who implement international projects (educational, research), in particular, conducting trainings on participation in international grant projects;
- optimization of the procedure for noting the academic credits of students, obtained during their studies at other HEIs, including abroad;
- coordination of the educational process together with the department of international relations and other units of the University in order to create appropriate conditions for foreign as well as Ukrainian students studying abroad;
- support the friendly atmosphere for foreign students and their active involvement in all activities implemented by the faculty;
- establishment of systematic requirements regarding the level of English language proficiency of department employees to ensure the possibility of conducting international cooperation, teaching subjects in a foreign language, working with foreign sources of information;
- support of the development of opportunities to improve the language competence;
- active participation of the University's faculties together with its departments and units in the accreditation of joint educational programs with international partners;
- organizational and PR support for increasing the number of English-language programs; participation in joint events regarding the recruitment of foreign applicants to study at the faculties.

At the level of *administrative and other units*, the activities include:

- implementation of best practices in the international education management in leading universities and streamlining the system of inter-department relations;
- expansion of additional internship opportunities for scientific-pedagogical and administrative management staff of the University abroad through the relevant funds, initiatives of foreign partners, own funds or a hybrid combination of various financial resources;
- constant monitoring of the main domestic, foreign and international publications, including rating, as well as analytical reviews of the situation and development trends in the field of higher education in the world aimed at further usage of progressive ideas of foreign experience;
- promotion of university English-language scientific publications for international scientometric databases;
- increase of the level of English language proficiency of persons working with foreign students; coverage of this type of activity on the University's website;
- systematic support of international students of higher education in the process of their educational and extracurricular activities in Ukraine.

At the level of the *University's top management*, the activities include:

- harmonization of the mission, goals and objectives of the Internationalization Strategy with other University Strategies;
- protection of the interests of the University abroad at the scientific, educational, corporate, humanitarian and other levels. Involvement as an organizational resource of the domestic embassies, consulates, Ukrainian diasporas, public organizations, branches of enterprises, organizations and institutions;
- establishment of algorithms for acquisition / termination of the University's membership in

international educational and scientific associations, international organizations, conventions and treaties, including bilateral and multilateral relations;

- optimization of the procedure for concluding agreements (memorandums) on cooperation with foreign HEIs, taking into account the significance, reliability, perspective and the possibility of diversification of the existing and future forms of cooperation of mutual interest;
- involvement of stakeholders, public organizations of foreign partners, honorary doctors of the University and other interested persons and individual institutions for further improvement of the Strategy;
- development of mechanisms and tools for the University's participation in international exhibitions, fairs, global forums and other forms of communication events for the purpose of developing cooperation and recruiting students and postgraduates;
- justification, establishment and coordination of the activities of remote (outside Ukraine) models of scientific and educational activity of the University (branches, international platforms, representative institutions, networks, clusters, information centers, etc.).

## **Resources for the Strategy implementation**

### **Human resource:**

- motivation of all participants of the educational process and employees of the University to be involved in the processes of internationalization of the University's activities.

### **Financial resources:**

- diversification of sources of funding for scientific research, as well as through the system of grants, venture capital, charitable (endowment) funds from state, private and other institutions and companies;
- improvement of the organizational, legal and financial basis for the implementation of academic mobility of students, doctoral students, scientific and pedagogical staff, scientific and other employees of the University, including with the involvement of sponsoring funds and grants;

### **Material and technical resources:**

- updating and improving the efficiency of the material and technical resources of the University by conducting large-scale international events (educational, scientific, sports, cultural, public, etc.);

### **Information resource:**

- establishment of a circle of partner organizations participating in international events (media, hotels, printing houses, transport, communication, tourism, catering services, etc.);
- creation of a centralized data bank on the possibilities of obtaining grants, scholarships and participation in international competitions, in particular the Erasmus+ and Horizon Europe programs;
- increase of the efficiency of using the possibilities of web pages and other information resources of the University;

## **Strategy actors and stakeholders**

The implementation of the Strategy foresees the involvement of all stakeholders of the educational process including:

- applicants and their parents;
- University;
- students and their parents;

- scientific and pedagogical (pedagogical) staff;
- departments;
- faculties;
- units and offices of the University;
- other staff of the University;
- alumni;
- domestic and foreign enterprises;
- state and local authorities;
- professional and public organizations;
- international organizations, foundations and their representative offices;
- representations of foreign countries in Ukraine and foreign representations;
- domestic and international science and technology parks and clusters;
- global research networks;
- honorary doctors of the University.

### **System of indicators for evaluating the achievements of the Strategy**

<b>Indicators</b>	<b>As of 31.12.2025 (if not stated otherwise)</b>
<b>Absolute indicators:</b>	
Number of international students;	150
Number of students who studied abroad;	50
Number of joint programs/double diplomas;	3
Number of joint courses (COIL);	20
Number of students who received joint and double diplomas;	10
Number of students who participated in scientific-educational events abroad;	20
Number of students who participated in the international scientific-educational events at the University;	100
Number of foreign lecturers and researchers involved with the University;	20
Number of international events held;	30
Number of scientific and pedagogical staff who participated in scientific-educational events abroad;	50
Number of monographies published abroad in official EU languages	10
<b>Relative indicators:</b>	
the share of subjects taught in a foreign language;	Increase in the share of classroom hours in the total number of hours during which academic subjects are taught in a

	foreign language in 2024/2025 - the share is not less than 10%
the share of full-time scientific-pedagogical and scientific staff who participated in international academic mobility programs (in particular, international internships) lasting at least 1 month, during one calendar year,	Not less than 10% among the total number of full-time scientific, pedagogical and scientific staff as of August 31, 2025
the number of foreign specialists involved in the editorial boards of the University's scientific publications.	Increasing the number of foreign scientists in the editorial boards of University's publications - at least 2 foreign scientists for each scientific area
number of joint international scientific publications;	Annual increase of the joint international scientific publications' indicator
the place of the University in international rankings;	Annual improvement of the University's position in the world and Ukrainian HEIs rankings
Hirsch index (h-index) of the University;	Annual increase of Hirsch index
impact factor of scientific publications of the University according to international scientometric databases;	Annual increase in the number of scientific publications of the University, which are indexed in international scientometric databases, and their impact factor
<b>Qualitative indicators:</b>	
increasing the position of the University in the world and Ukrainian HEIs rankings;	
the level of knowledge of foreign languages by scientific and pedagogical staff and use of those languages;	
the level of students' knowledge of foreign languages and use of those languages;	
the level of student satisfaction with the level of internationalization of educational programs;	
the level of satisfaction of foreign students with the quality of education;	
the level of satisfaction of graduates with basic, professional and practical training at the University in terms of employment and competitiveness.	

## **Expected results of the Strategy implementation**

In the field of education, it is planned to expand the geography of countries whose citizens are interested in studying at the University, as well as ensuring presence at the international markets, as a result of which the recruitment of the foreign students to study at the University is anticipated.

The implementation of the Strategy aims to comprehensively improve the quality of educational services within the specialties and educational programs of the University. In the scientific and technical areas of the University, the cooperation with international high-tech business is expected to increase, in particular through the expansion of the University's scientific and production potential, its participation in international scientific and technical projects and programs. The main results of the implementation of the Strategy is strengthening of the University's international reputation and increasing the competitiveness of the University as one of the leading HEIs in the domestic education system with the aim of achieving leading positions in international rankings of the best HEIs.

## **Strategy planning and monitoring mechanism**

Current planning is recommended to be carried out when drafting the annual work plans: at the faculty level - with the approval of the plans by the deans of the faculties, at the level of structural subdivisions (departments) and vice-rectors - with the approval of the plans by the rector. During planning, the current state of affairs will be taken into account, the most important elements of resource provision, which are necessary for the implementation of the tasks of the annual plan, will be determined, the criteria for the implementation of the tasks and the indicators that must be achieved will be listed.

The responsible persons of the University (deans, vice-chancellors, department heads) will report on the progress of the tasks of the Strategy annually (in January) at the meeting of the Academic Council of the University.

To strengthen the role of the University in the educational and scientific space and increase competitiveness on the international labor market by monitoring global trends, comparing the applied scientific research results and scientific and technical (experimental) developments carried out at the University, a procedure for periodically reviewing the goals and objectives of internationalization with further refinement through discussion and approval by the Academic Council of the University of the updated version of the Strategy.

## **Final provisions**

The Strategy is approved by the Academic Council and put into effect by the order of the rector.

Changes and additions to the Internationalization Strategy of KhNU shall be approved by the Academic Council of KhNU and put into effect by the order of the rector.

## **Afterword**

The Strategy organically develops and complements the Development Strategy of KhNU until 2025. It contains a list of measures implemented by the staff to introduce international aspects into all activities of the University. Today, KhNU cooperates with more than 100 educational and scientific institutions of the world in all areas of educational, scientific and cultural cooperation.

In accordance with the approved Strategy, the faculties and departments of the university



receive the support of units responsible for the implementation of bilateral agreements and agreements with international partners: the international relations office, the research units, the international students office, and other structural units of the university.

It is assumed that the events and activities proposed within the framework of the Strategy will direct the efforts of the students, doctoral students, scientific and pedagogical staff, scientific and other employees of the University who are involved in the international cooperation in the necessary directions so that the University will achieve social responsibility and significance in the international dimension, as well as significant strengthening of the positions of Khmelnytskyi National University in national and international rankings.

The Strategy was developed with the aim of coordinating and consolidating the efforts of employees of the Khmelnytskyi National University to involve them in participation in various types of international cooperation and interest in potential benefits from participation in such activities. An important internal result regarding the implementation of the activities proposed in the Strategy is the expansion of the worldview of University employees for more conscious and effective planning of their own work in the medium term prospect.