

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
KHMELNYTSKYI NATIONAL UNIVERSITY**

APPROVED

Acting Rector of Khmelnytskyi

National University

____ Victor LOPATOVSKYI

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**INTERNATIONALIZATION STRATEGY OF
KHMELNYTSKYI NATIONAL UNIVERSITY FOR 2026-
2030**

APPROVED

Academic Council of Khmelnytskyi

National University

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Chairman of the Academic Council

_____ Mykola SKYBA

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INTRODUCTION

Modern higher education is evolving amidst globalization, digital transformation, the rapid development of science and technology, intensified international competition, and the growing role of international cooperation in addressing societal challenges. Under these conditions, internationalization becomes one of the key factors in enhancing the quality of education and research, fostering innovation, strengthening the institutional capacity of universities, and facilitating their integration into the global academic space.

For Ukraine, the internationalization of higher education is of particular importance in the context of European integration, post-war national recovery, the development of human capital, and the strengthening of international support for Ukrainian higher education institutions. Universities are increasingly acting not only as centres of education and science but also as vital participants in international dialogue, academic diplomacy, and the shaping of a common European future.

The Internationalization Strategy of Khmelnytskyi National University for 2026–2030 is an operational document aimed at realizing the University's strategic goal of strengthening its global presence and integration into the European Higher Education Area (EHEA) and the European Research Area (ERA).

This document is based on the Development Strategy of Khmelnytskyi National University for 2026–2030 and serves as a logical continuation of the KhNU Internationalization Strategy for 2021–2025. Its preparation reflects the results of the previous strategy's implementation, the University's achievements in international activities, modern approaches to the internationalization of higher education, recommendations from the EHEA and ERA, as well as the experience and outcomes of KhNU's participation in international initiatives and projects, such as Bologna Hub Peer Support, THEA Ukraine, the Supporting Ukrainian Universities Network (SUUN), Erasmus+, Horizon Europe, the British Council, and other international programs and partnerships.

The Strategy is based on an understanding of internationalization as a complex and cross-cutting process that encompasses all areas of University activity: education, research, innovation, project work, management, student life, digital transformation, communication, partnership, and social impact. Internationalization is viewed not as a separate line of work for individual departments, but as a component of institutional culture and an integral element of a modern university's development.

The Strategy is focused on creating a holistic ecosystem of international interaction and global engagement at Khmelnytskyi National University, which will ensure equal opportunities for participation in international activities for all categories of students, academic staff, researchers, and university employees.

The implementation of this Strategy will contribute to strengthening KhNU's international competitiveness, developing international partnerships, expanding participation in international projects and networks, enhancing the quality of education and research, and fostering an open university environment capable of effectively responding to modern global challenges and opportunities.

1. STARTING POSITION OF KhNU

Khmelnytskyi National University (KhNU) is the largest university in the Khmelnytskyi region, boasting over 60 years of experience in higher education, 8 faculties, 42 departments, 141 educational programs, over 8,500 students, 526 faculty members, 86 professors, 312 Candidates of Sciences and associate professors, and 22 scientific schools.

The University already possesses significant experience in international activities through its participation in projects such as Horizon Europe, Erasmus+, the British Council, Digital Europe, and other international initiatives. Current projects include U_CAN, INSPIRE, EduFlex, STEP, ReGrow, 3D4U, EDIH CLOTEX-HUB, and 3R SheLeader.

This experience provides the foundation for transitioning from individual successful international initiatives to a systemic model of "internationalization for all."

2. VISION FOR KhNU INTERNATIONALIZATION

By 2030, KhNU aims to be an internationalized university where faculty, researchers, students, administrative staff, alumni, and partners actively participate in international activities both in Ukraine and abroad.

The internationalization of KhNU must be:

- Accessible to everyone;
- Integrated into the educational and research process;
- Result-oriented;
- Supported by institutional infrastructure;
- Aligned with European quality standards;
- Focused on enhancing the visibility of both Ukraine and the University globally.

3. STRATEGIC GOAL

The goal of the KhNU Internationalization Strategy for 2026–2030 is to form an open, recognizable, competitive, and internationalized university integrated into the European and global educational, research, and innovation space.

This goal involves creating a sustainable ecosystem of international activity, in which every department, every faculty, and every member of the university community has clear opportunities, tools, and motivation to participate in international cooperation.

3.1. Contribution of the Internationalization Strategy to the realization of the strategic goal "Global Presence and Integration"

The Internationalization Strategy of Khmelnytskyi National University is one of the key instruments for achieving the "Global Presence and Integration" strategic goal defined in the University Development Strategy for 2026–2030.

The implementation of this Strategy is aimed at strengthening the University's international competitiveness through the development of international project, educational, and scientific cooperation, the internationalization of the educational environment, the strengthening of global recognition, and the engagement of external partners in implementing innovations.

The University is consistently developing its presence in the international arena, positioning itself as an innovative, socially responsible, and collaborative higher education institution integrated into the European Higher Education and Research Area.

The achievement of this goal is ensured through:

- Developing international project activities and participating in programs such as Erasmus+, Horizon Europe, DAAD, the British Council, Fulbright, and other international initiatives;
- Internationalizing the educational process through COIL (Collaborative Online International Learning), joint courses, academic mobility, English-language educational components, and double-degree programs;
- Expanding international scientific cooperation, participating in international consortia, preparing joint scientific publications, and engaging foreign researchers;
- Developing KhNU's international reputation and visibility through systematic communication, international rankings, professional networks, and academic diplomacy;
- Creating an open intercultural environment for students, faculty, researchers, and partners from around the world.

Thus, the Internationalization Strategy ensures the practical implementation of the "Global Presence and Integration" strategic goal through a system of specific tasks, performance indicators, and mechanisms for managing the University's international activities.

4. CORE PRINCIPLES OF INTERNATIONALIZATION

4.1. Internationalization for All

International activity is an integral part of the University's academic culture and creates opportunities for the participation of all categories of students, staff, and structural units.

4.2. Realism and Feasibility

Strategic goals, measures, and performance indicators must be ambitious, yet realistic and achievable, taking into account the resources, capabilities, and external challenges facing the University.

4.3. Institutional Responsibility

Internationalization is the shared responsibility of all the University's structural units and is integrated into their ongoing operations, planning, and development.

4.4. European Integration

The development of international activities is carried out in accordance with the values, principles, and standards of the European Higher Education Area (EHEA), the European Research Area (ERA), and modern international practices in university development.

4.5. Ukraine in the World

KhNU's international activity serves as an instrument of academic diplomacy, international dialogue, and the representation of Ukraine in the world through education, science, culture, innovation, resilience, and a shared European future.

4.6. Partnership and Mutual Value

KhNU's international cooperation is based on the principles of trust, mutual respect, equitable partnership, and the creation of shared value for all participants in international engagement.

5. STRATEGIC DIRECTIONS

DIRECTION 1. INSTITUTIONAL INTERNATIONALIZATION ECOSYSTEM

Objective of the Direction

To form a holistic institutional internationalization ecosystem that provides strategic management, coordination, support, and integration of the international dimension into the educational, scientific, project-based, student-centered, and administrative activities of the University.

Key Tasks

1. Strengthen the role of the International Relations Department as the center for coordination, development, and support of the University's international activities.
2. Establish or institutionally formalize a Project Office to support international grant activities, develop international partnerships, and manage international projects.
3. Implement a system of annual internationalization planning at the level of faculties, departments, and other structural units.
4. Identify those responsible for international activities within faculties and departments, taking into account their motivation, competencies, and actual involvement in international cooperation.
5. Implement a system for monitoring, evaluating, and analyzing the results of international activities based on defined performance indicators.
6. Ensure the integration of the international dimension into the University's educational, scientific, project, student, and management activities.
7. Foster a culture of shared responsibility for the development of internationalization among staff, students, and structural units of the University.

8. Create mechanisms for internal communication and the exchange of best practices in international activities between faculties, departments, and structural units.

9. Ensure regular professional development for staff involved in the implementation of international activities.

Expected Results

- A holistic institutional system for managing internationalization is formed.
- International activity is integrated into the University's strategic and operational planning.
- Each faculty and department has its own internationalization plan and participates in its implementation.
- A network of individuals responsible for international activities at the faculty and department levels is formed.
- The level of involvement of structural units in international activities is increased.
- Effective mechanisms for supporting international projects, partnerships, and academic mobility are created.
- A culture of shared responsibility for internationalization development at the University is formed.
- Internal coordination and interaction among all participants in international activities are strengthened.
- The number of international initiatives implemented at the department, faculty, and structural unit levels is increased.

DIRECTION 2. INTERNATIONALIZATION OF THE EDUCATIONAL SPACE

This direction directly corresponds to the KhNU strategic goal "Education for the Future," which involves the implementation of COIL, open online courses, virtual laboratories, digital educational content, international academic mobility, and modern forms of international cooperation in the educational process.

Objective of the Direction

To integrate the international dimension into the educational process through COIL, joint courses, English-language instruction, double-degree programs, micro-credentials, international educational partnerships, and other forms of international cooperation.

Key Tasks

1. Develop COIL (Collaborative Online International Learning) as a mass tool for "internationalization at home."
2. Create joint courses and educational components with foreign partner universities.
3. Expand the number of disciplines taught in English.
4. Gradually develop and implement English-language educational programs.
5. Study and develop opportunities for implementing double-degree programs, micro-credentials, and other forms of joint international learning.
6. Engage foreign teachers, researchers, and experts to teach specific topics, modules, lectures, masterclasses, and training sessions.
7. Develop online and blended formats of international learning to expand access for international students to KhNU's educational opportunities.

Expected Results

- Annual implementation of COIL courses and expansion of virtual international cooperation practices.
- Growth in the number of joint courses and educational components with foreign partners.
- Emergence of new English-language modules, disciplines, and educational programs.

- Formation of prerequisites for the implementation of double-degree programs, micro-credentials, and other international educational formats.
- Expansion of student participation in the international educational environment.
- Increased engagement of foreign teachers and experts in the educational process.
- International component integrated into educational programs at various levels of higher education.
- Strengthened international appeal of KhNU educational programs..

DIRECTION 3. INTERNATIONAL SCIENTIFIC COOPERATION AND RESEARCH INTEGRATION

The KhNU Development Strategy specifically defines the internationalization of scientific research, the development of Open Science, the engagement of foreign researchers, participation in international consortia, integration into global research networks, and the development of innovation activities. This direction is aimed at strengthening the University's international scientific presence and increasing its research competitiveness.

Objective of the Direction

To strengthen KhNU's international scientific presence and research competitiveness through the development of joint research, international projects, Open Science, the engagement of foreign scientists, integration into global research networks, and the development of international innovation partnerships.

Key Tasks

1. Increase the number of scientific publications with foreign co-authors in journals indexed in international scientometric databases.
2. Engage foreign scientists in:
 - Scientific supervision;
 - Peer review;
 - Participation in seminars, conferences, and scientific schools;
 - Joint research and projects.
3. Develop academic writing in English and support the preparation of scientific publications for international journals.
4. Support the participation of KhNU scientists in Horizon Europe, Erasmus+, COST, MSCA, and other international research initiatives.
5. Create and support interdisciplinary research teams for participation in international competitions and projects.
6. Utilize the potential of KhNU scientific schools as a foundation for developing long-term international research partnerships.
7. Facilitate the implementation of Open Science principles, open access to research results, and the use of international research infrastructures.
8. Expand the participation of KhNU scientists in international professional associations, research networks, and thematic platforms.
9. Develop international cooperation in the field of innovation, knowledge transfer, and commercialization of research results.

Expected Results

- Increase in the number of international scientific publications.
- Growth in the participation of KhNU scientists in international research consortia and networks.
- Expansion of the University's international expert and partnership network.
- Strengthened participation of KhNU in international scientific funding programs.
- Development of Open Science practices and international scientific cooperation.
- Increase in the number of international innovation and research projects.
- Enhanced international visibility and scientific reputation of KhNU.

DIRECTION 4. INTERNATIONAL PROJECT ACTIVITIES

Objective of the Direction

To form a culture of systemic participation in international grant programs and projects within the University, ensure the development of the project capacity of staff, expand international partnerships, and attract external funding to support the University's educational, scientific, innovative, and institutional activities.

Key Tasks

1. Develop and implement a course on international project management for academic and administrative staff.
2. Ensure systematic training of staff in working with international grant platforms, partner search tools, and electronic project management systems.
3. Conduct regular information sessions, training, and consultations on current international competitions, grant programs, and funding opportunities.
4. Facilitate the formation of interdisciplinary and inter-faculty working groups for the preparation of international grant applications.
5. Provide support to departments in finding international partners, forming consortia, and preparing project proposals.
6. Create a project mentoring system to transfer experience from coordinators of successful international projects to new applicants.
7. Introduce a mechanism for internal peer review of international grant applications to improve their quality and competitiveness.
8. Create a bank of project ideas in accordance with the strategic priorities of the University's development and international funding programs.
9. Develop a culture of inter-departmental and inter-faculty cooperation during the preparation and implementation of international projects.

Expected Results

- Established institutional culture of participation in international grant programs and projects.
- Increased level of project competence among academic and administrative staff.
- Increased number of staff involved in the preparation and implementation of international projects.
- Creation of a system of internal training, mentoring, and experience exchange in the field of international project activities.
- Improved quality of international grant applications through internal consulting and peer review.
- Expanded network of international partners and consortia for participation in international competitions.
- Strengthened interdisciplinary and inter-faculty cooperation during the preparation of international projects.
- Increased volume of international funding attracted by the University.
- Strengthened international reputation of KhNU as an active and reliable participant in international educational, scientific, and innovation projects.

DIRECTION 5. LANGUAGE POLICY AND DEVELOPMENT OF INTERNATIONAL COMPETENCIES

Objective of the Direction

To create a systemic model for developing foreign language, intercultural, digital, and international competencies among faculty, researchers, students, and administrative staff

to ensure effective participation in international educational, research, and project activities.

Key Tasks

1. Disseminate information about available opportunities for learning foreign languages, particularly English, for staff and students.
2. Expand access to high-quality language training programs through cooperation with leading educational providers and language centers.
3. Strengthen motivation for taking international language exams and obtaining international language certificates.
4. Utilize the potential of the Pearson Test Centre and Cambridge English Exam Centre for the development of language competence within the university community.
5. Establish a foreign language center or a unified language training platform for staff and students.
6. Introduce training in:
 - Intercultural communication;
 - International academic and business correspondence;
 - Academic writing;
 - Preparation of CVs and other documents according to international standards (Europass);
 - Maintaining a professional LinkedIn profile;
 - Searching for international partners and professional networking;
 - Using digital tools to overcome language barriers and facilitate international communication.
7. Foster the development of an English-language educational environment by increasing the number of disciplines, courses, and educational materials in English.
8. Form a culture of international interaction, academic diplomacy, and professional international communication.

Expected Results

- Increased foreign language proficiency among staff and students.
- Increased number of staff holding international language certificates.
- Improved readiness of departments to participate in international projects, mobility programs, and joint educational initiatives.
- Expanded use of English in the University's educational, scientific, and international activities.
- Formation of a culture of international interaction, academic diplomacy, and professional international communication.
- Increased competitiveness of staff and students in the international academic environment.
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DIRECTION 6. PARTNERSHIPS, ALLIANCES, INTERNATIONAL NETWORKS, AND ACADEMIC DIPLOMACY

Objective of the Direction

To develop a high-quality system of international partnerships and academic diplomacy focused on long-term cooperation, joint results, the development of international networks, strengthening KhNU's international presence, and preparing the University for accession to European university alliances.

Key Tasks

1. Conduct an audit of existing international agreements and partnerships.
2. Carry out regular assessments of the effectiveness of international partnerships and categorize them into active, strategic, prospective, and inactive.

3. Develop a roadmap for KhNU's preparation for joining a university alliance.
4. Conduct consultations and share experiences with foreign partners who are already members of university alliances.
5. Develop partnerships with new countries and regions in accordance with the University's strategic priorities.
6. More actively utilize the potential of:
 - Diplomatic missions and embassies;
 - Sister cities;
 - The Ukrainian diaspora;
 - International associations and professional networks;
 - KhNU alumni working or studying abroad;
 - International expert and academic communities.
7. Facilitate the development of partnerships that involve the implementation of joint international projects, academic mobility, joint educational components, research, and publications.
8. Develop a system of academic diplomacy as a tool for international positioning of KhNU and promoting a positive image of Ukraine through education, science, culture, and international cooperation.
9. Form an international network of KhNU ambassadors consisting of alumni, partners, international experts, and representatives of the Ukrainian diaspora.
10. Ensure the University's active presence in international academic, professional, and industry networks.

Expected Results

- An international partnership management system based on effectiveness assessment is formed.
- Cooperation with the University's key international partners is activated.
- Organizational and institutional prerequisites for KhNU's entry into a university alliance are prepared.
- The geography of international cooperation and the network of strategic partnerships are expanded.
- The number of joint international projects, educational initiatives, research, and scientific publications is increased.
- Interaction with the Ukrainian diaspora, alumni abroad, diplomatic missions, and international associations is strengthened.
- An international network of KhNU ambassadors is formed.
- KhNU's international recognition and competitiveness in the global educational and scientific space are increased.
- The University's role as a tool for academic diplomacy and international representation of Ukraine is strengthened.

DIRECTION 7. STUDENT INTERNATIONALIZATION

Objective of the Direction

To create conditions for the development of global competence, intercultural communication, and international experience among higher education students through their active involvement in international educational, scientific, project-based, cultural, and public activities.

Key Tasks

1. Create and support student international communities, clubs, and networks to foster intercultural interaction and international cooperation.
2. Conduct regular information meetings, training sessions, and consultations regarding international opportunities for students, including mobility programs, grants, internships, competitions, international schools, and volunteer initiatives.

3. Expand student involvement in COIL courses, international online projects, and virtual mobility.
4. Support student participation in international conferences, forums, competitions, hackathons, and scientific and professional events.
5. Develop the KhNU student ambassador system to promote the University's international opportunities and share experiences from participating in international programs.
6. Support student initiatives related to Ukraine, cultural diplomacy, international dialogue, intercultural exchange, and the promotion of a positive image of Ukraine worldwide.
7. Facilitate student participation in international grant, research, and project initiatives.
8. Develop international student leadership, intercultural interaction skills, teamwork, and global citizenship.
9. Engage international students in joint educational, cultural, and public events at the University to foster an open, intercultural environment.

Expected Results

- Increased level of student engagement in international activities.
- Formation of an internationally active student community.
- Development of students' intercultural competencies, international communication skills, and global mindset.
- Expansion of student participation in international projects, conferences, competitions, mobility programs, and COIL courses.
- Strengthened role of students in the international positioning and promotion of KhNU.
- Development of student leadership, academic, and cultural diplomacy.
- Formation of an open, inclusive, and intercultural academic environment.
- Increased competitiveness of KhNU graduates in the international labor market and the global academic environment.

DIRECTION 8. INTERNATIONAL REPUTATION, DIGITAL PRESENCE, AND COMMUNICATION

Objective of the Direction

To strengthen the international reputation and visibility of KhNU as a modern, innovative, and reliable partner through the development of strategic communications, digital presence, academic diplomacy, an English-language information environment, and the use of modern digital technologies for international interaction.

Key Tasks

1. Develop the University's English-language website and ensure its systematic updating.
2. Create and maintain up-to-date English-language pages for faculties, departments, research centers, and international projects.
3. Develop bilingual and multilingual digital services for international students, faculty, researchers, and partners.
4. Actively use LinkedIn and other professional international platforms to develop partnerships, disseminate results, and promote the KhNU brand.
5. Share success stories of international projects, mobilities, partnerships, scientific achievements, and student initiatives.
6. Ensure systematic coverage of the University's international activities in both Ukrainian and English.
7. Use digital tools to support COIL, international online courses, virtual mobility, and remote international cooperation.
8. Improve staff digital competence regarding the use of artificial intelligence and modern digital tools for international communication.

9. Implement a culture of using corporate email and official digital communication channels.
10. Ensure the preservation of international documentation and official communication through corporate digital systems.
11. Develop a culture of digital affiliation among staff and students with the University in the international information space.

Expected Results

- Strengthened international reputation and visibility of KhNU.
- Formation of a unified professional international brand for the University.
- Increased international visibility of KhNU's educational, scientific, and project achievements.
- Expansion of the international audience engaged with the University's activities.
- Improved digital services for international students, faculty, and partners.
- Increased number of international online collaboration formats.
- Reduction of language and organizational barriers in international activities.
- Increased level of digital culture and professional international communication within the university community.
- Strengthened position of KhNU in the international educational and scientific space.

6. KPI OF THE INTERNATIONALIZATION STRATEGY OF KHMELNYTSKYI NATIONAL UNIVERSITY FOR 2026–2030

Table 1. Institutional Key Performance Indicators (KPIs) for Strategy Implementation

№	Indicator (KPI)	Target Value by 2030	Measurement Method
1	International projects and grants	At least 10 active international projects and grant initiatives	Number of international projects in which KhNU is a coordinator or partner
2	International grant funding	Positive dynamics throughout the Strategy implementation period	Total volume of international funding attracted by the University
3	Student engagement in international experience	At least 30% of higher education students engaged in international experience	Participation in COIL, academic mobility, international projects, summer schools, international online courses, and other forms of internationalization
4	COIL and international online learning	At least 15 implemented COIL courses	Number of implemented COIL courses and other forms of international online learning with foreign partners
5	Educational programs and components with internationalization elements	At least 20 educational programs and educational components	Availability of English-language disciplines, COIL courses, joint courses with foreign partners, micro-credentials, engagement of foreign teachers, and other forms of international cooperation in the educational process

6	Academic mobility	Stable annual growth	Number of students and staff participating in academic mobility programs
7	International scientific publications	Stable annual growth	Number of publications with foreign co-authors in journals indexed in Scopus and Web of Science
8	Foreign teachers and experts	Stable annual growth	Number of foreign teachers, researchers, and experts engaged in educational and scientific activities
9	International partnerships and networks	Stable annual growth in the number of active partnerships and participation in international networks	Number of partnerships with real joint activities, as well as KhNU's participation in international networks, associations, and university alliances
10	International reputation and visibility	Presence in at least three international rankings and positive dynamics of international visibility	Participation and positions of KhNU in international rankings (THE, QS, U-Multirank, GreenMetric, etc.), international communication and reputation metrics

Implementation of KPIs at the Department Level

The achievement of the University's institutional KPIs is ensured by the active participation of faculties, departments, and other structural units of the University.

To foster a culture of internationalization and engage all structural units in international activities, each department shall form an annual internationalization plan, which provides for the implementation of at least three activities or initiatives in the field of international cooperation.

Departments independently determine priority areas of international activity according to their profile, potential, and strategic development tasks. The list of measures is not exhaustive and may be supplemented by other forms of international cooperation.

Indicative areas of international activity for departments include:

- Preparation of joint scientific publications with foreign partners;
- Implementation of COIL courses or other forms of international online learning;
- Conducting guest lectures, masterclasses, or training sessions involving foreign teachers or experts;
- Preparation and submission of international grant applications;
- Participation in international scientific conferences, forums, and professional events;
- Engagement of alumni working or studying abroad in the educational and scientific activities of the department;
- Initiation or development of international partnerships;
- Conducting joint international seminars, webinars, or round tables;
- Introduction of English-language disciplines and other elements of internationalization into educational programs;
- Organization of international student events;
- Participation in international professional networks, associations, and academic communities;
- Engagement of students in international projects, competitions, research initiatives, or mobility programs.

7. STRATEGY IMPLEMENTATION MECHANISM

The implementation of the Internationalization Strategy of Khmelnytskyi National University is based on the principles of systemic approach, inclusivity, institutional responsibility, and the engagement of the entire university community in international activities.

The main mechanisms for implementing the Strategy are:

1. Annual Internationalization Plan of Khmelnytskyi National University;
2. Internationalization plans of faculties, departments, and other structural units;
3. Coordination of international activities by the International Relations Department;
4. Activities of the Project Office and support for international project work;
5. A system of motivation and recognition of achievements of staff, students, departments, and structural units in the field of internationalization;
6. Information and communication support for international activities and the dissemination of best practices;
7. Development of digital tools and services to support international cooperation.

The implementation of the Strategy involves active interaction between the University administration, faculties, departments, student government, international partners, alumni, and other stakeholders.

8. MONITORING AND EVALUATION OF STRATEGY IMPLEMENTATION

Monitoring of the Internationalization Strategy of Khmelnytskyi National University is carried out based on a system of Key Performance Indicators (KPIs), annual analysis of international activity results, and assessment of the implementation of internationalization plans by structural units.

The purpose of monitoring is to ensure systematic control over the implementation of the Strategy, evaluate the achievement of set goals, timely identify problematic issues, and determine directions for the further development of the University's international activities.

Monitoring of the Strategy's implementation is carried out in the following stages:

1. Departments annually develop and implement internationalization plans in accordance with the goals and tasks of the Strategy.
2. At the end of the academic year, departments conduct a self-assessment of the implementation of their internationalization plans and prepare relevant reports.
3. The results of the implementation of department internationalization plans are reviewed at the meetings of faculty academic councils. Based on these, faculties form and approve faculty reports on internationalization, which are submitted to the International Relations Department.
4. The International Relations Department collects and analyzes information from faculties, monitors the achievement of the Strategy's KPIs, and prepares an annual report on the University's international activities.
5. The results of the Strategy implementation are presented annually at the meeting of the University's Academic Council.
6. Based on the monitoring results, priorities for international activity, mechanisms for Strategy implementation, and internationalization plans of structural units may be adjusted.

7. In 2028, an interim review of the Strategy will be conducted, taking into account achieved results, changes in the international educational and scientific environment, as well as new strategic challenges and opportunities.

An important component of monitoring is the dissemination of best internationalization practices, support for successful international initiatives, and encouragement of active participation of staff and higher education students in international activities.

The monitoring system for Strategy implementation is based on the principles of openness, objectivity, transparency, institutional responsibility, and continuous improvement of the University's international activities.

9. EXPECTED RESULTS OF STRATEGY IMPLEMENTATION BY 2030

By 2030, Khmelnytskyi National University is to establish itself as an open, internationally oriented, and competitive higher education institution integrated into the European Higher Education Area (EHEA) and the European Research Area (ERA).

As a result of the Strategy implementation:

- Internationalization will become an integral part of the academic culture and daily operations of the University;
- All departments and structural units will be engaged in international activities and will implement their own internationalization initiatives;
- The international dimension will be integrated into the University's educational, scientific, project-based, and administrative activities;
- COIL, virtual mobility, and international online learning will become standard tools of the educational process;
- Faculty, researchers, students, and administrative staff will have a higher level of language, intercultural, digital, and project competence;
- Students will have broader access to international experience through mobility, international projects, joint courses, research, and cultural initiatives;
- The University will strengthen its position as an active participant in international educational, scientific, and innovation projects;
- The University will expand its participation in international research networks, consortia, and international funding programs;
- International partnerships will be focused on long-term cooperation and joint results;
- Alumni, international partners, and the Ukrainian diaspora will become an important part of KhNU's international ecosystem;
- The international reputation, visibility, and competitiveness of the University will be strengthened;
- KhNU will form the necessary institutional prerequisites for participation in international university alliances and other strategic international initiatives.

The implementation of the Strategy will contribute to the formation of a holistic ecosystem of international interaction at KhNU, in which international activity becomes a natural component of education, science, innovation, management, and student life, ensuring the sustainable development of the University, its international competitiveness, and active participation in building the European educational and research space.

10. STRATEGY FORMULA

Internationalization of KhNU 2026–2030 is the creation of a holistic ecosystem of international interaction and global engagement for the entire university.