

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
Sumy State University

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**STRATEGY OF INTERNATIONALIZATION**  
of Sumy State University  
for 2019 – 2025

Sumy, 2019

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**1. Preamble**

The strategy of internationalization is developed in order to approve the key principles, on which the vision as well as progress of the university are based. Sumy State University (SumDU) is eager to confirm its own active position addressing the existing challenges of a dynamic and rapid-changing world, to strengthen institutional competitiveness within the national and international academic environment, to develop its own multinational and cross-cultural profile.

The strategy developers have used the following commonly used definitions of internationalization of higher education:

“The intentional process of integrating an international, intercultural or global dimension into the purpose, functions and delivery of post-secondary education, in order to enhance the quality of education and research for all students and staff, and to make a meaningful contribution to society”

*(De Wit, H. Hunter, F., Howard, L. Egron-Polak, E., 2015).*

“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 ethos and values and touches the entire higher education enterprise. It is essential that it be 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

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internationalization not only impacts all of campus life but the institution’s external frames or reference, partnerships, and relations. The global reconfiguration of economies, systems of trade, research, and communication, and the impact of global forces on local life, dramatically expand the need for comprehensive internationalization and the motivations and purposes driving it”  
*(John K. Hudzik in Comprehensive Internationalization: From Concept to Action. NAFSA: Washington, DC, 2011).*

An important factor of the internationalization of SumDU is the policy of active development of international cooperation in all university subdivisions at all levels, promotion of international and intercultural collaboration, ensuring the real opportunity for students, research and pedagogical staff (by providing them with corresponding effective resources) to conduct educational and research activity at international arena. Sumy State University is recognized in international and ranked highly in the national education and research community, included (due to corresponding positioning) into the most famous world rankings.

This strategy has been developed due to a formed outlook at Sumy State University regarding the affiliation with international academic community, as well as the intentions of a more complete disclosure of the university’s potential through establishment of new international partnerships and openness to innovation development.

The strategy has been developed in accordance with SumDU Strategic Development Plan for 2019-2025, where the large-scale international cooperation is determined, among other aspects, as the main dominant for the university's development and is

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reflected in all its sections. At the same time, this Strategy summarizes the primary directions of international activity and, in its turn, expands and specifies each of them.

## **2. Global, European and national context**

### Global context

The development of higher education systems in different countries has been recently playing an increasingly important role in the processes of building a global society, along with issues of societal values, sustainable development, technological progress, labor migration, trade, etc. due to a change of the world educational paradigm. For many years, the UNESCO Programme has been focused on supporting “literacy and basic education”, and in the current state it aims to promote “Lifelong learning for everyone”, which in its turn leads to another system of challenges for universities. According to the Organization for Economic Co-operation and Development (OECD), the demand for higher education in the world will grow increasingly from about 100 million students today to 414 million in 2030.

The recent launch and rapid spread of global rankings in the field of higher education has significantly increased the bar of requirements for the management and liability of universities that are progressively compared at the national and international levels.

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Since 2008, Sumy State University is a full-fledged member of the world's most established academic associations and networks, in particular the International Association of Universities, the European Universities Association, takes into account the challenges and modern decisions of the scientific and educational community and develops its activity in a global world.

### European Context

The main vector of development of Ukraine and its national higher education system is the European integration. The key stage of this process was Ukraine's joining the European Higher Education Area (EHEA) since its establishment in 2010, which was preceded by signing of the Lisbon Convention on recognition of higher education qualifications in 2000 and the accession to the Bologna Process in 2005. The development of systems of quality assurance for higher education in accordance with European standards and guidelines (ESG 2015) was set in national legislation in 2014.

Articles 430-431 of the Association Agreement between Ukraine, on one side, and the European Union, the European Atomic Energy Community, on the other side, stipulate that Ukraine and the EU should promote the development of cooperation in the field of education, studying and youth policy in order to improve mutual understanding, activation of intercultural dialogue and enhancement of knowledge of the corresponding cultures; commit to intensify cooperation within higher education, in particular aiming at: reformation and modernization of higher education systems, promotion of convergence within the Bologna process, improving the quality and importance of higher education, deepening of cooperation among higher education institutions, and activation of student and teacher mobility.

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According to the Strategy “Europe 2020”, the proportion of people with higher education under the age of 34 years must be at least 40%, while the Strategy “Mobility 2020” for the EHEA identifies an indicator of 20% of graduates with international academic mobility experience as a target for 2020. These strategic guidelines impact the development of universities in all European countries.

It is the European Union that implements the most extensive instruments of financial and organizational support for the modernization of higher education and science, in particular through the international programmes Erasmus+ and Horizon 2020 (previously - Tempus, Erasmus Mundus, Framework Programmes). Sumy State University is and has been an active and reliable partner of these programmes for at least the last decade.

The largest partner networks of the university, based on the geographical location, historical and value-based communication, are being developed specifically with the European Union countries.

### National Context

Indicators of internationalization play an increasingly important role in the national system of higher education. In particular, the indexes of foreign publications in editions indexed by Scopus and Web of Science databases are one of the most significant in allocating state funding for research and, in case of approval of corresponding methodology - during the future certification of institutions of higher education in the part of conducting research and development activity. Requirements for foreign language proficiency and experience of professional development of scientific and pedagogical staff abroad are also enshrined nationwide.

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In the future, strengthening of the component of internationalization in the accreditation procedures for study programmes is expected (availability of academic mobility programmes, the share of foreign teachers and students, etc.). The Ministry of Education and Science is planning to develop a strategy of the internationalization of higher education of Ukraine in the near future.

The National Strategy of Higher Education Reform by 2020, in particular, comprises:

- formation of a clear and open to the international community higher education system of Ukraine through its integration into the European Higher Education Area and the European Research Area;
- ensuring the competitiveness of HEI through support of international cooperation in higher education, HEIs participation in international educational and research programmes, academic mobility programmes, international rankings, etc.;
- enhancement of the HEI's potential through implementation of results of international educational and research projects in Ukraine at the national and institutional levels.

Internationalization of HEI's activity in Ukraine relies on principles and experience of the world leading HEIs considering our specifics and preserving national authenticity.

### **3. Motivation of strategy development, core objectives and key principles of internationalization at SumDU**

The strategy is intended to adjust strategic goals and objectives of international integration as well as to harmonize the respective efforts of the university staff. The strategy has been developed primarily due to the need in efficient alignment of

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resources (human resources and competencies, policies and regulations, financial resources) and the goals of internationalization in the multilevel SumDU structure, to create a single framework to evaluate success and to identify additional progress criteria, to attract a wider circle of stakeholders to the university development.

The main goals of SumDU internationalization are:

- sustainable development, strategic orientation of existing best practices, support of partner networks;
- constant improvement of the quality of educational, scientific and other services through introduction of the best world practices, realization of joint innovation projects, tracking world educational trends;
- formation of a modern innovative environment for students and staff with a high level of lingual and intercultural competencies that can respond adequately to global challenges;
- development of SumDU graduates' skills that will allow them to compete confidently in the global labor market and feel themselves as full members of the world community;
- development of own multicultural profile, expansion of geography of the brand promotion and results of the university activity;
- access to modern technological, as well as human and financial resources, required for development of the major directions of the university activity;

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- introduction of a culture of openness, tolerance and support with the purpose of engagement of foreign students, teachers and scholars, intensive use of the benefits of international environment for university's own innovative development.

Core principles of SumDU internationalization include:

- consistency, that provides the development of international activity not as a separate direction, but as a system of mechanisms designed to contribute to the achievement of strategic goals of the university in general;
- openness, which is necessary for cross-border dialogue, quality interaction with foreign partners;
- interaction, that indicates the support of international communication and exchanges as a central element of internationalization, as well as professional development of university staff;
- cooperation, as a basis of international integration through the development of strategic partnerships and networks, participation in the activity of international associations and unions;
- motivation, which means encouraging the impact of the best innovative results of international cooperation for structural and essential changes at different levels of university management, as well as for solving existing problems within the main activities.

Successful implementation of the strategy will be contributed by:

- a clear understanding of the target beneficiary groups of international activity, thorough analysis and planning of internationalization measures;

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- development and support of a strong international cooperation management structure at all levels: universitywide, institute /faculty, department, personal level of an employee or a student;
- providing conditions for the English-speaking adaptation of the university environment and services provided by the university to the requirements of foreign customers and consumers;
- development of continuous communication with foreign graduates of the university, as well as national graduates working abroad;
- a diversified system for stimulating the development of international activity, improvement of ranking and incentives systems, including own scholarship programmes and conducting intra-university competitions in order to attract all structural divisions, employees and students to contributing to and benefitting from internationalization.

#### **4. Current state of international activity: management structure and key indicators**

##### Management structure

Achievement of the main goals and results of internationalization requires a systemic approach and integrated efforts of all stakeholders within the university management and administrative staff, scientific and pedagogical staff, students, employees of the international department and other internationalization-related structures. SumDU model of management of international activity, respectively, is multi-level and foresees the involvement of a wide range of participants.

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At the university management level, the Vice-Rector for scientific and pedagogical work is assigned with functions of the general management of international activity. The main university-wide structure coordinating the international cooperation of the university is the International Affairs Department (IAD), established in 1991, under the structure of which in 2017 a Center of Grantwriting was created with the relevant expert groups. Moreover, there are other units at the institutional level coordinating international cooperation in specific areas of the university activity, in particular, Department of International Education (DIE), established in 1991 and the Student Agency of Academic Mobility (established in 2012 with an update in 2019).

At the level of institutes and faculties of the university, the positions of Deputy Directors/Deans for international activity have been introduced, expert groups have been created for the project applications preparation, database of international cooperation was introduced for its analysis and planning. There are also staff members responsible for the organization of international activity at departmental level of the university.

The SumDU structures and processes of internationalization management have appropriate regulatory support.

#### Main indicators

Sumy State University is among the leading Ukrainian HEIs according to the achieved level of international activity. Due to the intensification of cooperation with foreign universities, associations and funds, participation in international grant programmes, joint research and educational projects, promotion of academic mobility, training of foreign citizens, as well as expansion of representation in the international educational space in 2010-2018, the indicators of international activity increased threefold on

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average. This is confirmed by strengthened positions in global rankings, participation in the largest grant programmes, etc. According to QS Stars audit, the university received 2 out of 5 possible stars for internationalization indicators.

As of January 2019, the university is a member of 22 most established educational associations and has more than 260 formalized partnerships in 50 countries. About 1750 foreign students from 50 countries of the world study at Sumy State University. In general, the geography of international cooperation of the university embraces about 100 countries globally.

SumDU grant activity scales up: more than 250 educational and research grants are funded by more than 130 grant organizations, including large-scale grant programmes and projects of the European Union (Erasmus+ and Horizon 2020), UN programmes, USAID, DAAD, British Council, intergovernmental research projects, grants of private funds and organizations.

The research activity of the university is characterized by an international gauge: SumDU scientists have about 400 highly cited publications abroad, out of which more than 100 – joint with foreign specialists. SumDU is the organizer of 16 international conferences. More than 140 international agreements are being conducted to develop and manufacture scientific and technological products as well as conduct research funded by foreign partners from more than 20 countries of the world.

In co-operation with foreign partners, 22 educational and research centers are opened on the basis of SumDU, including Goethe-Institute language school, Chinese culture center “Confucius Class”, training and resource centers of Microsoft, Cisco, PortaOne, Delcam, Netcracker, Siemens, SAS, MindK and others.

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Due to the implementation of a comprehensive programme for improving the level of foreign language proficiency, the university has created a basic English-speaking environment: 15 study programmes are delivered in English, which are conducted by about 200 teachers with a foreign language proficiency of B2 and higher. In 2018, 42 foreign teachers and scientists were involved in the teaching and research work at SumDU, and 11 scientific and pedagogical employees of SumDU conducted teaching activities on the basis of foreign HEIs.

The university has gained the results in organizing programmes of international academic mobility for students, postgraduates, academic staff and personnel. The rate of participation in international exchange programmes, degree and credit mobility among students is about 2%, postgraduate students - about 9%, scientific and pedagogical staff - about 10%. SumDU offers its representatives a range of about 50 programmes of international academic mobility in 40 countries of the world. Dual degree programmes with partners in Poland and Germany are being implemented.

At the same time, the current problems of internationalization of educational activity at this stage remain as follows:

- low level of incoming mobility of foreign students and staff in comparison with other national HEIs;
- low level of outgoing mobility of domestic students and staff abroad, compared with foreign HEIs;
- low use of the potential and capacity of the university to increase the volume of international project work, due to language and psychological barriers, unpreparedness of research and teaching staff to compete for the funds of international grant programmes.

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## 5. Strategic goals, criteria of achievement and measures of implementation

Strategic goal	Criteria of achievement	Measures of implementation
<u>5.1. Harmonization of internal structures of international activity management</u>	Harmonized structure of international activity management with coverage and normative regulation of the main directions of international cooperation; provision of a system of continuous improvement of the lingual and intercultural competencies of university employees and students.	<ul style="list-style-type: none"> <li>- Personnel provision of the main units that coordinate international activity – International Affairs Department and Department of International Education.</li> <li>- Strengthening of the overall analytical, coordinating and representation role of the International Affairs Department, firstly in working with strategic partnerships of the university, large-scale grant projects and academic mobility programmes at the university level, in shaping of the university image and its promotion within international organizations, associations, networks and communities.</li> </ul> <p>Development of managerial structures for international cooperation at the level of institutes/faculties and departments through strengthening of the role of Deputy Directors/Deans and those responsible for internationalization at departments; full implementation of the system of accounting and planning of the key indicators of international activity.</p> <ul style="list-style-type: none"> <li>- Improvement of the university motivation system, including international scholarships and competitions in order to attract all structural divisions, employees and students to contribute to internationalization.</li> <li>- Development of the potential of individual university units (financial, legal services, etc.) for the high-quality implementation of international cooperation tasks.</li> </ul>

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<b>Strategic goal</b>	<b>Criteria of achievement</b>	<b>Measures of implementation</b>
		<ul style="list-style-type: none"> <li>- Introduction of foreign language courses and intercultural communication through the system of advanced training for employees that work with certain directions of international cooperation or directly contact with foreign citizens within their own functional duties.</li> </ul>
<u>5.2. Improvement of internal system of indicators for internationalization and successful international cooperation</u>	Formed system of basic indicators of internationalization, availability of approved action plans for their improvement.	<ul style="list-style-type: none"> <li>- Establishment of a system of indicators of the state of international activity development in accordance with the average European and global indicators and accordance with Methodology for determining the ranking of institutes, faculties and departments of SumDU.</li> <li>- Formation of short-term and mid-term action plans at university and institute/faculty levels, as well as, in certain aspects, at the level of departments or study programmes.</li> </ul>
<u>5.3. Systemic development of strategic partnerships</u>	A defined list of strategic partners of the university with the corresponding joint activity programmes; an expanded range of formats of interaction with international networks and associations.	<ul style="list-style-type: none"> <li>- Annual analysis of the network of international contacts and cooperation of the university, development of priority criteria for establishing a partnership.</li> <li>- Annual monitoring of the level of activity in frames of international agreements, planning of measures for their effective use.</li> <li>- Definition of a list of strategic partners, formation of short-term and long-term work plans for each of them, which should include the exchange of staff and students, development of joint projects and programmes, etc.</li> </ul>

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Strategic goal	Criteria of achievement	Measures of implementation
		<ul style="list-style-type: none"> <li>- Signing agreements on integrated cooperation (research, projects commercialization, advanced training, academic mobility, etc.) with strategic partners (especially among high-ranked).</li> <li>- A thorough analysis of the opportunities of international associations and networks with dissemination of relevant information among the university structural units, active participation in the activities of such organizations (meetings, surveys, publications, projects), use of own membership to expand the range of foreign partners (access to the world leading universities), participation in international grant consortia.</li> </ul>
<u>5.4 Promotion of internationally approved and attractive study programmes</u>	Implementation of European standards and guidelines (ESG 2015) and effective functioning of the quality assurance system; a wide range of study programmes in English; international recognition of study programmes and/or their components (accreditation, certification, etc.), implementation of targeted mobility programmes, availability of foreign students exchange.	<ul style="list-style-type: none"> <li>- Full implementation of European standards and guidelines (ESG 2015) in the system of quality assurance of educational activity with corresponding modernization of study programmes.</li> <li>- Improvement of existing ones and expanding the list of study programmes or their components in foreign (English) language, forming their brand and informing stakeholders.</li> <li>- Preparation and obtaining of international recognition of study programmes or their components in relevant certification and accreditation agencies. Ensuring the availability of internationally accredited study programmes at each faculty (institute).</li> <li>- Development of short-term training programmes (separate sets of courses, summer schools, etc.) in foreign (English) languages on inter-disciplinary subjects that are popular abroad and can be practically delivered in Ukraine to attract foreign exchange students. Joint development and implementation of such programmes with partners from neighboring countries.</li> </ul>

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Strategic goal	Criteria of achievement	Measures of implementation
		<ul style="list-style-type: none"> <li>- Formation of a package of the most attractive study programmes or their components, conducting a powerful advertising campaign to attract foreign students.</li> <li>- Implementation of targeted academic mobility programmes in specific study programmes (at least one Erasmus+ level mobility programme for each study programme).</li> <li>- Improvement of existing ones and launching new joint study programmes with foreign partners as well as dual degree programmes covering 20% of their total number, introducing mechanisms for proper organizational support and promotion.</li> <li>- Introduction of training components to the university study programmes aimed at training of SumDU graduates for the global labor market.</li> </ul>
<u>5.5 Ensuring the global dimension of scientific research, transfer of knowledge and technology</u>	International recognition of scientific research through joint publications and projects with foreign partners, contracts with foreign companies, introduction of research results in other countries, work of foreign scientists in the research teams of SumDU.	<ul style="list-style-type: none"> <li>- Increase in the number of academic degrees awarded to foreign applicants at the university to 10% of their total number.</li> <li>- Stimulation of the inclusion of foreign scientists to specialized academic councils of SumDU, and SumDU scholars to participate in the attestation of PhDs at foreign universities, expansion of the practice of dual supervision within all majors, introduction of network scientific and study programmes that are implemented simultaneously with the partner institution.</li> <li>- Opening of joint research laboratories with foreign partners.</li> <li>- Increasing the number of international scientific grants.</li> </ul>

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Strategic goal	Criteria of achievement	Measures of implementation
		<ul style="list-style-type: none"> <li>- International patenting of research developments.</li> <li>- Increasing the proportion of scientific works in editions indexed by Web of Science and Scopus databases in cooperation with foreign partners not less than 40% of their total number.</li> </ul>
<u>5.6 Intensive support to international exchanges of staff and students</u>	The work of foreign lecturers and scientists at SumDU in most of study programmes and scientific projects of local, national and international levels; presence of foreign students from partner universities in various forms of academic mobility.	<ul style="list-style-type: none"> <li>- Introduction of annual planning by institutes, faculties and departments of academic mobility programmes as an integral part of the educational process (applies to both students and teachers); development of mechanisms for inclusion of components offered to study abroad to the curriculum of study programmes at SumDU.</li> <li>- Ensuring the possibility of academic mobility for study programmes, firstly educational and scientific ones for training of masters and PhDs.</li> <li>- Implementation of the practice of conducting seminars for students on the rules how to apply for academic mobility grants.</li> <li>- Prioritizing programmes (with their corresponding harmonization) of “dual” degrees, through technologies of “included” semesters, “parallel education”.</li> <li>- Active engagement of the university Student Agency on Academic Mobility, every graduate department, faculties, institutes in promotion of the programmes of international exchanges ensuring that they have programmes of academic mobility available for each major.</li> </ul>

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Strategic goal	Criteria of achievement	Measures of implementation
		<ul style="list-style-type: none"> <li>- Development of bilateral academic exchange programmes with partner universities, increasing the student mobility rate of SumDU by at least 10% (every ten students at least once in the course of studies participate in such programmes for a minimum of three months or 15 ECTS credits) with an increase of this indicator to 20%, according to the Strategy “Europe 2020”, while increasing the number of postgraduates academic mobility to 50%, and ensuring the staff academic mobility level at the average European level.</li> <li>- At least 2% of the proportion of exchange students from other universities in academic year to the total number of students at the university.</li> </ul>
<u>5.7 International project activity and fundraising</u>	Enhanced participation in competitive grant programmes. A significant share of international activity in the total amount of the university revenues. Participation of all academic and research subdivisions in international grant or for-profit activity.	<ul style="list-style-type: none"> <li>- Increase in the number of university-level projects under the priority grant programmes Erasmus+, Horizon 2020, programmes of other countries governments and intergovernmental programmes, British and American Councils and others to level of 50 annually.</li> <li>- Increase in the number of individual grants, provided for young scientists, including those supporting access to modern equipment.</li> <li>- Creation of workgroups on fundraising activity in all academic and research subdivisions, in particular for implementation of mechanisms of grantwriting, maximal engagement of staff members experiences in writing projects with impact at the levels of university, institute/faculty, department.</li> <li>- Initiation of the peer-reviewed practice of project applications regarding their quality and economic efficiency.</li> </ul>

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Strategic goal	Criteria of achievement	Measures of implementation
		<ul style="list-style-type: none"> <li>- Introduction of mechanisms for the promotion of products and services of the university abroad, aiming at respective contracts with foreign companies.</li> </ul>
<u>5.8 Development, promotion and efficient implementation of the university potential, creation of an internationally recognized brand</u>	<p>Multi-faceted modern information material in foreign languages on directions of research, educational and other activities of institutes/faculties/departments; a system of measures to promote best practices of implementation of study programmes, research activities, etc. Enhanced full set of university image/brand components (logo, slogan, vision, mission, etc.) in foreign languages; an extensive network of own modern promotional resources; representation of the university on recognized external information resources and events.</p>	<ul style="list-style-type: none"> <li>- Creation of a modern information material in foreign languages within the directions of scientific, educational and other activities of institutes/faculties/departments, as well as in the context of established programmes/activities/initiatives.</li> <li>- Internal and external promotion of the best practices in implementation of study programmes, research work, etc.</li> <li>- Creation of an informative university profile in foreign languages to be placed on the websites of the largest international programmes and networks, to be used in grant applications, etc.</li> <li>- Creation of a catalogue of scientific and educational innovations, as well as a bank of project ideas of SumDU research teams.</li> <li>- Formation of project groups on interdisciplinary topics that meet modern societal challenges and priorities of the largest grant programmes for participation in international consortia.</li> <li>- Approval of an integrated set of corporate components of the university brand (logo, slogan, business cards template, presentations, etc.) in foreign languages. Providing a wide range of souvenir and promotional materials of the university.</li> <li>- Improvement of existing and creation of new promotional resources (websites, social networks, editions, digests, etc.).</li> </ul>

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Strategic goal	Criteria of achievement	Measures of implementation
		<ul style="list-style-type: none"> <li>- Systematization of work on the representation of the university on recognized external information resources and events, networks, associations, etc</li> </ul>
<u>5.9 Creation of adequate conditions for “internationalization@home”</u>	<p>Multilingual information and intercultural (centers, clubs, events) environment on university campuses and online space; availability of a system of quality services for students and teachers at SumDU; introduction of general principles for the organization of educational and other activities for national and international students; taking into account the best practices of international cooperation for development of the main directions of the university work.</p>	<ul style="list-style-type: none"> <li>- Development of existing and launching of new international academic and research complexes, laboratories, centers for different directions and other common platforms with foreign partners.</li> <li>- Multilingual and multicultural infrastructure of the university campuses (campus plans, external signposts, indexes inside buildings, signboards; flags and photo walls, memorable places, plaques; a set of introductory editions (instructions) on the structure and services of the university for foreign visitors, etc.).</li> <li>- Formation of a sustainable system of services (library, canteen, residencies, educational services, etc.) that can be offered to foreign teachers and students with corresponding cost calculations and information in foreign languages.</li> <li>- Initiation of measures for promotion and application of the results of international cooperation (international weeks, meetings-seminars on international cooperation experience etc.).</li> <li>- Formation of mixed educational groups of national and international students, provisions for their living together in university residencies.</li> <li>- Implementation of mechanisms for extensive use of opportunities of international partners, individual foreign experts and students who collaborate or reside directly at SumDU.</li> </ul>

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		- Systematization of work on proper organization of receptions of foreign delegations (approval of routes and content of tours at SumDU, media support, a set of souvenir products with SumDU branding, etc.).
<u>5.10 Development and support to the network of external stakeholders</u>	Functioning of the university databases of graduates and stakeholders, continuous communication, real events and joint projects.	<ul style="list-style-type: none"> <li>- Active use of links with trainees, graduates and university staff working at foreign universities for joint scientific activity, participation in international contests and programmes.</li> <li>- Development and active support of databases of national and international citizens - graduates of the university for the implementation of corresponding communication mechanisms, promotion and support to the university activity.</li> <li>- Definition of target groups of academic and non-academic stakeholders, organization of interaction to facilitate common interests, to maintain respective databases.</li> </ul>

## 6. Mechanisms of planning and monitoring of implementation of the Strategy

Ensuring implementation of the Strategy objectives will be carried out at different levels of management by the relevant working and advisory bodies.

The current planning will be carried out by the development of annual work plans:

- at the department level and at the level of Deputy Directors (Deans) of Institutes (Faculties) with the approval of the plans by the Directors (Deans) of Institutes (Faculties);

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□ at the level of structural divisions of the university level, Institutes (Faculties) and Vice-Rectors with approval of plans by the Rector.

The planning considers the current state of affairs, determines the resource support necessary for implementation of the annual plan tasks, evaluation criteria.

The respective university officials report about the progress of completion of the Strategy tasks annually (in December-January) in accordance with the established procedure.

The analysis of the university progress in global rankings of the world, European and national impact also measures the progress within the Strategy of internationalization.

In order to provide proactive continuous development, flexible response to the results of benchmarking and monitoring the trends in educational and scientific global space, a procedure for the revision of the goals and objectives of internationalization and their refinement is provided through discussion and approval of the updated version of the strategy by the Academic Council of the University.

The strategy is reviewed and approved by the Academic Council of SumDU

Protocol № 10 of March 21<sup>st</sup>, 2019

Head of the Academic Council

Anatoliy VASYLYEV

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Scientific Secretary

Anatolii RUBAN

Responsible for the Strategy development:  
Head of International Affairs Department

Kostyantyn KYRYCHENKO

AGREED:  
Vice-Rector for scientific and pedagogical work

Volodymyr LYUBCHAK