

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
TERNOPIL VOLODYMYR HNATIUK NATIONAL PEDAGOGICAL
UNIVERSITY**

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SEAL

**INTERNATIONALIZATION STRATEGY OF
TERNOPIL VOLODYMYR HNATIUK
NATIONAL PEDAGOGICAL UNIVERSITY**

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In post-industrial society, universities play a key role in ensuring progress of civilization. At the present stage it is possible to confidently speak about the internationalization and globalization of their activities as a result of the formation of a globalized labor market and scientific and educational services, cross-cultural unification in the conditions of global informatization.

International studies, the exchange of students and lecturers, active innovation and didactic activities have always been of high priority at Ternopil Volodymyr Hnatiuk National Pedagogical University (TNPU), the oldest and largest institution of higher pedagogical education in Ternopil region, founded in 1940. The University holds second place in the rating of pedagogical universities of Ukraine. The University actively cooperates with more than 50 higher education institutions from 11 countries all over the world. High level of international reputation of the University is due to stable scientific and educational connections, diversification of international research and publications, participation in many grant programs, presentations of the University projects at international forums, exhibitions, conferences, symposiums, constantly growing citation indices and academic ratings.

The development of international academic mobility of scientists, lecturers, students, stimulation of joint research with the foreign partners, and educational programs provide the development and implementation of productive tools and mechanisms for integrating the University into the global scientific and educational environment in the selective spheres of its statutory activities and constitute the essence of the internationalization policy of TNPU and its international ambitions. It is the achievement of high international status of the University that its strategic motivations, flexible organizational structure, orientation towards the development and participation in global networks, as well as methods and management style harmonized with the world's reputable scientific, educational and management platforms are aimed at.

The activities of the University within the limits of the global competitive scientific and educational environment are based on the principles of realism, quantitative certainty, transparency, tolerance, regulation, social responsibility, harmonious combination of which ensures generating and obtaining significant synergistic advantages of the internationalization model of TNPU.

The participation of the University in recent years in rating activities has given the opportunity to identify the reasons for the absence of the University in international ranking databases. Materials from Thomson Reuters, a partner in the U.S. News Best Global Universities Rankings, have allowed benchmarking on key quantitative indicators.

The aim of the internationalization strategy. In order to develop, expand and strengthen the international connections and authority of TNPU in the global community, further enhancing the competitiveness of the University on the international arena, TNPU has developed a consistent internationalization strategy as a guideline for future activities in the coming years.

In the context of increasing competition for the most talented students, researchers and professors, academic and business partners, employers, etc., participation in international scientific and educational programs becomes crucial for the strategic development of the University.

INTERNATIONALIZATION AIM AND OBJECTIVES:

The TNPU's internationalization strategy conforms with the legal framework, namely:

- The Law of Ukraine “On Higher Education”;
- The Law of Ukraine “On Education”;
- Regulations on procedure for implementing the right for academic mobility approved by the Academic Council of TNPU, Protocol No. 5 on November 29th, 2016;
- The Statute of Ternopil Volodymyr Hnatiuk National Pedagogical University, adopted by the General Meeting (Conference) of the University staff on December 22nd, 2015, approved and registered with the Ministry of Education and Science of Ukraine on August 3rd, 2016, No. 930;
- the corresponding decision of the Academic Council of TNPU;
- other legal acts in the field of higher education.

Strategic goals of internationalization of TNPU:

- formation of an effective poly-structural system of international academic mobility, which will contribute to the effective implementation of statutory tasks within the full range of scientific and educational cycles;
- increasing the competitiveness of TNPU and its structural subdivisions on the international arena;
- increasing the attractiveness of the university for foreign students, scholars, academic and administrative staff of partner universities and research institutions;
- development of international cooperation in the sphere of education and science in accordance with world standards;
- development of modern educational and research programs, attractive for foreign students, administrative, teaching and scientific staff;
- effective integration of TNPU scientists into the international research community in order to improve the quality of their research and teaching;
- increasing international mobility in the fields of education and research;
- development and implementation of various projects with the financial assistance of the funds of the European Union, USA, Canada etc.

The strategy of internationalization simultaneously takes into account various opportunities and academic freedom of the structural units of TNPU; it is institutionalized at the university administration level, management structures, institutes, faculties and other departments. Internationalization is understood not as the personal need of the structural units of the university, but rather as the contribution to the reputation and the greater importance of TNPU in the national

and international arena through internationally oriented measures to improve the quality of education and research.

To achieve the above mentioned goals the following objectives have been put:

- Organizing and development of international research with the participation of scientists, teachers and students, which involves the active use of the scientific potential of the University, attracting leading specialists from foreign higher education institutions to work on topical research issues, requiring significant concentration of intellectual potential, resources, organizational and business activity.

- International standardization and unification of curricula, plans, practice of learning knowledge, skills and abilities, using academic mobility opportunities: for a teacher – conducting training events abroad, joint writing of programs and plans, internship, and the exchange of didactic tools, the main result of which is the formation of new professional and cross-cultural competencies; for a student – the acquisition of new knowledge, skills and abilities in the best universities of the world in accordance with the personal goals of obtaining professionalism.

- Inter-university transfer of creative competences of students, postgraduate students, doctoral students and teachers, which allows to form a harmonious personality in the process of selecting creative, professional, cultural, organizational and other abilities that can be identified at the university, regional, national and international levels.

- Appropriate positioning of the University in global research and education networks, associations and groups, bilateral and multilateral local and global projects including outsourcing, virtual and other models of international academic activity.

- Development of an organizationally complete, flexible, convenient, transparent, actively promoted system of management of international academic mobility, which involves the creation of foreign offices and centers, international scientific and educational campuses and, on this basis, a global platform for the exchange of economic, legal, didactic, organizational, management, information and other technologies.

COMPONENTS OF THE INTERNATIONALIZATION STRATEGY

1. Institutional commitment, administrative leadership, structure and personnel: taking into account the interests of all stakeholders in the development of measures to implement the strategy of internationalization; periodic assessment of the state of achievement of the set goals, progress and results that are formally measured and analyzed; identification of units responsible for coordinating and controlling internationalization activities, collecting and analyzing reports and materials from employees, other departments and external partners.

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

- implementation of international competences for general educational requirements, in particular regarding mastering foreign languages, understanding of the actual problems of world regions and global challenges;
- taking into account the international dimension in every educational program in each cycle of training specialists, in particular through the development and introduction of new disciplines that form international competences, or via appropriate adaptation of existing disciplines;
- development, in cooperation with foreign partners, of integrated courses and programs that involve interaction with foreign students and faculty;
- creating opportunities for international communication in non-academic activities, tolerant interaction of students and lecturers, rapid integration of foreign students and lecturers in the student's and academic environment of the University;
- validation of learning outcomes, with the obligatory assessment of the developed competences with the help of internationally approved indicators;
- review of the requirements for obtaining international certificates, academic and scientific diplomas.

3. International dimension of the policy of the University regarding scientific and teaching staff:

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

4. Student mobility:

- organizing conditions and providing information and counseling support to students for studying abroad and for foreign students to study and receive scholarships at TNPU;
- recognition of students' academic achievements according to certain programs and disciplines while studying abroad;
- holding sessions of academic and cultural adaptation for foreign students, developing programs for their integration into the university environment;
- setting departments and people responsible for academic and social support of foreign students.

5. Management of international cooperation:

- implementation of the model of international cooperation of the University in its strategy and other legal documents on the regulation of its activities;

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

LEARNING ACTIVITY INTERNATIONALIZATION

- Development of joint educational programs and teaching materials in cooperation with foreign partners;
 - organizing international students' exchange programs;
 - development of joint international programs of double diplomas, as well as certification programs for the training of specialists;
 - accreditation of training programs in international and national agencies for the accreditation of educational services;
 - generalization of information about opportunities for participation in international programs of academic mobility and motivation of scientific and teaching staff in this regard;
 - conducting regular research on the effectiveness of using TNPU partnership opportunities with domestic and foreign research institutions, scientific institutions and enterprises;
 - development of a comprehensive model in organizing and running of active summer schools and their implementation along with partner universities with the involvement of foreign students;
 - establishment of cooperation between foreign and domestic organizations on attracting foreign students, in particular with the Ukrainian State Center of International Education of the Ministry of Education and Science of Ukraine;
 - use of educational opportunities provided by embassies of foreign countries;
 - determination of the criteria for choosing the types of bachelor's and masters' education programs provided by the International Standard Classification of Education;
 - development of a list of foreign languages, which are used for teaching;
 - development of educational programs and other normative documents in English;
 - diversification of the amount and types of services related to obtaining postgraduate education (for foreign citizens in Ukraine);
 - definition of global and professional competences for each academic discipline;
 - introduction of training programs that include the possibility of obtaining certificates of international standard;

- development of cooperation between TNPU and foreign recruitment agencies regarding the employment of graduates, students' practice in foreign companies and international organizations;
- further involvement of foreign lecturers into the educational process at the University;
- ensuring the availability of world educational and scientific resources in the Internet through:
 - access to specialized and universal foreign science databases;
 - signing agreements on cooperation with organizations providing foreign science-computer databases; the increase of the number of educational materials and the results of the educational process in the free access to foreign languages;
 - the development and implementation of a policy of using the possibilities of distance mass open online courses in the interests of developing the competences of students, teachers and researchers of TNPU;
 - expansion of opportunities for studying foreign languages and their practical application.
- substantiation of the policy of using foreign language educational and methodological works in the interests of developing the competences of students, professors and researchers of the University;
- providing translations of the University scholars leading works into foreign languages;
- popularization of the use of library facilities for the study of foreign sources.

INTERNATIONALIZATION OF SCIENTIFIC ACTIVITIES

Activation of international scientific activity:

- expert initiation of international research projects via attracting international grants for joint research;
- in a team with foreign partners publication of scientific monographs, articles, including those in the international science-computer databases Web of Science, Scopus.
- introduction of the University awards (scholarships) for students' best interdisciplinary research and participation in student international scientific events and contests;
- creating common content for postgraduate students on PhD programs jointly with foreign universities.

Creation, participation and development of research networks:

- holding regular international conferences, forums, thematic round tables with the participation of foreign participants receiving and publicly presenting the obtained results;
- involvement of students and graduate students in organizing and conducting international events;

- conducting international, all-Ukrainian and regional student competitions and competitions of students' scientific works;
- development of connections with international student organizations;
- participation of TNPU, scientific and teaching staff in international research and professional networks;
- transforming the university into a platform for the interconnection between national and international research and professional networks.

INTERNATIONALIZATION OF SOCIAL DEVELOPMENT

Formation and confirmation of the University's image as the leading scientific and educational institution in the market of educational services:

- initiating and conducting joint international scientific and educational projects together with state institutions, foreign educational institutions and business structures;
- conducting research in the interests of and ordered by the state and local government bodies, enterprises and public organizations on issues covering the international directions of their activities;
- raising the level of skills of employees of state and local government bodies, enterprises in the process of implementing their international initiatives;
- development of cooperation of the University with international organizations and foreign funds.

Development of the University as an effective subject of educational diplomacy:

- initiating the creation on the basis of the University of a scientific and educational cluster (network) of pedagogical, natural, mathematical, business and industrial education of Ukraine and countries of Eastern Europe;
- support of interconnection with foreign graduates and citizens of Ukraine who work abroad;
- formation of faculty portfolios of stories of graduates who have achieved international success;
- organizing and holding the Days foreign students' Home Countries in the University;
- stimulation of participation of the sports teams of the University in international competitions;
- conducting research, educational, cultural, sporting events, in cooperation with partner universities.

ORGANIZATIONAL AND INSTITUTIONAL PROVISION OF INTERNATIONALIZATION

- setting departments responsible for implementation of the provisions of the internationalization strategy;

- promoting the development of systemic quality control at the University;
- regular (annual) conducting a comprehensive study of the effectiveness and problems of implementing the strategy of internationalization;
- continuous monitoring of the main competitors in the domestic and international market of educational services and research;
- constant monitoring of the main domestic, foreign and international publications, including ratings and reviews of the world's higher education;
- development of policy and improvement of the procedure for recognition of academic achievements of students obtained while studying at educational institutions in Ukraine and/or abroad;
- introduction of the practice of preparing and publishing announcements, plans and reports on the results of the University activities in Ukrainian and other foreign languages, as, for example, in English;
- setting objective requirements regarding the level of proficiency of the University staff (whose functional responsibilities include establishing international contacts, working with foreign sources of information) in foreign languages, and developing opportunities for its improvement;
- design and implementation of programs for the development of linguistic and cross cultural competences open to University staff;
- raise possibilities for the scientific and teaching staff of the University to do internships abroad;
- determination of the algorithm of support and additional services for foreign students and lecturers, as well as students and professors of the University who take part in international events;
- encouragement of cooperation between the University staff within international projects;
- exchange of experience between the University professors, and researchers who implement international projects, including conducting trainings on participation in international grant projects;
- development and implementation of a program for improvement of housing and living conditions for students, teaching and scientific staff:
- an increase in the number of places in hostels that foreign students can use;
- regular (annual) conducting research on the quality of housing and living conditions of foreigners;
- determination of the criteria for making a decision on recognition, including the equivalent of obtained in foreign higher education institutions academic and scientific degrees in the process of enrollment for studies or the position of scientific or teaching staff;
- determining criteria for acquiring/ terminating membership of the University in international educational and scientific associations, organizations, conventions and treaties;

- development and implementation of standard contracts for the participation of students, post-graduate students, scientific and teaching staff in the programs of international academic mobility;
- introduction of an integrated approach to motivating, initiating, supporting and implementing international research projects and new forms of international scientific cooperation;
- development of scientific and technical cooperation between TNPU, foreign agencies, production and scientific firms and educational institutions;
- opening research and teaching departments with the participation or under the auspices of representatives of international organizations and enterprises;
- regular (annual) research on the problems of the development of international scientific activity of the University;
- ensuring the maintenance and regular updating of the University's websites and scientific publications in foreign languages;
- consecutive promotion of the University scientific publications to international science-computer databases;
- dissemination of the motivation of the citation of the works of scientific and teaching staff of the University;
- development of the practice of inviting famous foreign professors, representatives of foreign companies to conduct public lectures at the University;
- conducting explanatory and propaganda work on resources and opportunities for participation in the development of internationalization of the university;
- determining the list of priority international ratings of universities in which the University participates;
- determining the list of priority international research and professional networks and organizations in which the University participates;
- expansion of opportunities for internship abroad of scientific and teaching staff of the University;
- development of the model of participation of the University in the work of international exhibitions, fairs, global forums.

SYSTEM OF INDICATORS

The system of collecting and analysis of indicators of internationalization is complex and consists of three main and one additional database:

- Absolute indicators:
 - number of foreign students;
 - the number of students trained abroad;
 - number of programs of joint and double diplomas;
 - number of students who have received joint and double diplomas;
 - number of students who have participated in scientific and educational events abroad;

- number of students who have participated in international scientific and educational events at the University;
- number of foreign teachers and researchers;
- number of international events:
 - conferences;
 - roundtable discussions;
 - presentations;
 - seminars and workshops.
- position of the University in international rankings;
- position of the University in Scopus, Google Scholar, and other international scientific centers;
 - the number of citations in Scopus, Google Scholar, and other international scientific centers;
 - Hirsh index (h-index) of the University;
 - number of publications of the University staff abroad;
 - number of joint international publications;
 - number of publications by foreign authors in the University journals;
 - impact factor of scientific publications of the University according to the data of international science-computer databases;
 - number of programs that have received international accreditation;
- relative indicators:
 - number of students per teacher;
 - the share of foreign scientific and teaching staff;
 - the proportion of teachers who have received a degree abroad;
 - share of foreign students;
 - the proportion of students who are employed in 2, 5 and 10 years after receiving the diploma:
 - in Ukraine and abroad;
 - in companies with a foreign owner;
 - in companies engaged in foreign economic activity.
 - share of disciplines taught in a foreign language;
 - number of publications per one teacher/researcher;
 - share of publications with international co-authorship;
 - share of revenues from international educational activities;
 - income from research for one teacher/researcher;
 - share of foreign income from research activities;
 - the ratio of the number of issued doctoral diplomas (candidates and doctors of sciences) to the number of academic staff;
 - the ratio of the number of issued doctoral diplomas (candidates and doctors of sciences) to bachelor diplomas.
- quality indicators:

- level of students’ knowledge of foreign languages and their use;
- degree of students’ satisfaction with internationalization of educational programs;
- degree of satisfaction of graduates with the received global and professional competences;
- quantitative assessment of possibilities for internationalization of teaching activity;
- quantitative assessment of the quality of internationalization of scientific activity of departments, faculties and institutes;
- assessment of the effectiveness of the implementation of the strategy of internationalization.

Strategic goals and their quantitative dimension:

- raise the number of foreign students to 100 people;
- increase by 5 times the share of publications with international co-authorship;
- increase by 10 times the number of publications in international science-computer databases;
- ensure the growth of the Hirsh Index (h-index) of the University – to a partial index of at least 50 for Google Scholar;
- increase up to 5% the share of revenues from international activities;
- ensure international accreditation of programs – at least 1 at bachelor’s and 8 at master’s level of education;
- promote the development of the University website and its positioning in the Webometrix ranking.

RESOURCES

- diversification of sources of funds for research through a system of grants, venture funds, charitable (endowment) funds, from public, private and other sources;
- creation of organizational, legal and financial basis for academic mobility of students, postgraduates, and teachers, including involvement of sponsorship funds and grants;
- increase in the efficiency of using the material and technical base of the University through international events (educational, scientific, sports, cultural, etc.);
- formation of a number of partner organizations involved in international events (media, hotels, printing houses, transport services, communications, tourism, catering, etc.);
- the formation of a centralized information bank on opportunities for receiving grants, scholarships and participation in international contests, in particular Erasmus + and Horizons 2020 programs;

– improving the effectiveness of using the facilities of the University web pages and the media.

EXECUTORS OF STRATEGY AND STAKEHOLDERS

Implementation of the strategy of internationalization involves all parties, including:

- entrants and their parents;
- the University:
 - students and their parents;
 - scientific and teaching staff;
 - departments;
 - faculties;
 - research institutes;
 - other university staff;
- graduates;
- Ukrainian and foreign enterprises;
- bodies of state and regional authorities;
- professional and non-profit organizations;
- international organizations, foundations and their representative offices;
- representative offices of foreign countries in Ukraine and foreign representations;
- Ukrainian and international science and technology parks and clusters;
- global research networks.

FINAL PROVISIONS

The Internationalization strategy of TNPU is approved by the Academic Council of the University and put into operation by the order of the Rector of the University.

Amendments and additions to the Internationalization strategy of TNPU are approved by Academic Council of the University and put into operation by the order of the Rector of the University.