



**SUMY NATIONAL AGRARIAN UNIVERSITY – UNIVERSITY THAT STUDIES LIFE**

## **STRATEGIC PLAN FOR INTERNATIONALIZATION OF SUMY NATIONAL AGRARIAN UNIVERSITY FOR 2021-2025**

The strategic plan is considered and approved by the Academic Council of SNAU  
Protocol № 4 as of 26.10.2020.

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## SNAU STRATEGIC PLAN FOR INTERNATIONALIZATION FOR 2021-2025

The strategic plan for internationalization is developed to fulfil the general internationalization goals specified by the Development strategy of SNAU for 2020-2025, namely:

1. Promotion of Ukrainian agrarian education brand through the formation of the university international reputation as one of the leading educational and scientific centers in Europe.
2. Expanding the access to high-quality international education, scientific and practical activities for Ukrainian degree-seeking candidates.
3. Expanding the circle of international partners and effective implementation of international cooperation agreements concluded with leading international educational and scientific institutions and business structures.

Scope	Strategic goals	Implementation measures	Progress indicators
<b>General aspects</b>	1. Development of the management structure responsible for university international activities	<p>1) Provision of main departments, responsible for the coordination of international activities (Foreign students center, International cooperation department), with high-quality staffing.</p> <p>2) Strengthening the overall analytical, coordinating and representative role of the International cooperation department, primarily in the spheres of collaboration with strategic partners of the university, implementation of university-wide grant projects and academic mobility programs, formation of university image and its representation in international organizations.</p> <p>3) Development of international cooperation management structures at the level of faculties and departments through the appointment of specialized deputy deans and responsible persons at departments, full implementation of the monitoring and planning system of key indicators of international activities.</p> <p>4) Formation of an expert project office (based on the Research department of the university) to actively involve university scientists in the process of preparing, submitting and implementing international grant programs and joint research projects.</p>	<p>1. Availability of a clearly defined policy in the field of internationalization, approved by the provisions of the university development strategy for 2020-2025 and the strategic plan for internationalization.</p> <p>2. At least 20% of employees of departments that coordinate international activities annually participate in advanced training.</p> <p>3. The specialized deputy dean is appointed on a voluntary basis at each faculty.</p> <p>4. Main indicators of international activities are included in the contractual obligations of research and teaching staff.</p> <p>5. At least three workshops for research and teaching staff are conducted annually. The main topic of such workshops is preparation of grant applications.</p>

	2. Development of an internal system of internationalization assessment indicators	<ol style="list-style-type: none"> <li>1) Approval of the set of indicators, which evaluate the general state of international activities at the university, in accordance with the average European and global levels.</li> <li>2) Creation of short- and medium-term action plans at the university and faculty levels, as well as in certain areas at the level of departments/educational programs.</li> <li>3) Annual monitoring of internationalization activities held at the university.</li> </ol>	<ol style="list-style-type: none"> <li>1. A set of basic internationalization indicators is approved.</li> <li>2. Annual action plans aimed at improvement of internationalization indicators are developed.</li> <li>3. A mechanism for monitoring international activities of relevant structural divisions is developed and approved.</li> </ol>
	3. Development of strategic partnerships	<ol style="list-style-type: none"> <li>1) Annual analysis of the international links and development of priority criteria for establishing new partnerships.</li> <li>2) Annual monitoring of the degree of activity under concluded international agreements. Development of measures aimed at the boost of communication.</li> <li>3) Formation of a list of strategic partners, development of short- and long-term action plans for each partner (joint programs, projects, conferences, delegation exchanges, advanced training, academic mobility, etc.).</li> <li>4) Annual analysis of the capabilities of international consortia, networks and associations, analysis of possibilities to become a member of such networks. Dissemination of relevant information among university structural divisions. Upload of relevant information to the university website.</li> </ol>	<ol style="list-style-type: none"> <li>1. The ratio of the total number of concluded agreements to the number of agreements under which cooperation is actually implemented.</li> <li>2. Membership of the university at the most recognized educational and professional associations.</li> </ol>
	4. Promotion and effective use of the university brand as a center of international cooperation	<ol style="list-style-type: none"> <li>1) Creation of up-to-date information material in foreign languages on educational, scientific and other activities of the university, faculties, departments, as well as current sustainable programs/events/initiatives.</li> <li>2) Constant monitoring of the English-language version of the university website.</li> <li>3) Appointment of the coordinating body responsible for the overall revision of English-language materials.</li> <li>4) Creation of information materials about the university in foreign languages, their dissemination on the portals of major international programs and networks, their use for grant applications, etc.</li> <li>5) Approval of a single set of corporate components of the university brand (logo, slogan, business card template,</li> </ol>	<ol style="list-style-type: none"> <li>1. Creation of the university brand book (logo, vision, mission, etc.) in foreign languages.</li> <li>2. Creation of diverse up-to-date information material in foreign languages on educational, scientific and other activities of the university, faculties and departments.</li> <li>3. Availability of an up-to-date English-language version of the university website.</li> <li>4. Appointment of an employee responsible for managing the English-language version of the university website.</li> <li>5. Development of an action plan to</li> </ol>

		<p>presentations, etc.) in foreign languages.</p> <p>6) Creation of a wide range of souvenir and advertising products of the university.</p> <p>7) Improvement of existing and creation of new promotional materials (websites, social networks, publications, digests, etc.).</p> <p>8) Systematization of university representation on recognized external information resources and events, in networks, associations, etc.</p>	<p>promote the university at the international level.</p> <p>6. Regular presentation of the university at recognized foreign information events, as well as internet resources.</p> <p>7. The university is included in the international rating databases, in particular, QS World University Rankings, Times Higher Education (THE) World University Rankings, U-Multirank.</p>
<p><b>Teaching and learning</b></p>	<p>5. Increase the number of international students at the university. Increase the number of international educational programs</p>	<p>1) Development of the university documentation in foreign languages, namely information on educational programs, syllabuses of disciplines, teacher profiles, etc.</p> <p>2) Improving existing and expanding the list of educational programs or components in foreign (English/German) languages, creating their brand and dissemination of information among stakeholders.</p> <p>3) International recognition of educational programmes or components by relevant international certification and accreditation agencies.</p> <p>4) Development of short-term curricula (individual sets of courses, summer schools, etc.) in foreign (English/German) languages on interdisciplinary topics that are in demand abroad and can be practically worked out in Ukraine to attract foreign students for academic exchange.</p> <p>5) Full-scale advertising campaign on educational programs to attract foreign citizens to pursue studies at the university.</p> <p>6) Introduction of targeted academic mobility programs for individual educational programs (availability of at least one Erasmus+ mobility program for each educational program).</p> <p>7) Improvement of existing and creation of new joint educational programs and double degree programs with foreign partners.</p> <p>8) Active involvement of foreign lecturers in the educational process of SNAU.</p>	<p>1. The number of foreign degree-seekers in general at the university, with a breakdown into faculties.</p> <p>2. The number of programs with international accreditation.</p> <p>3. Broadening of the spectrum of educational services available for foreign citizens.</p> <p>4. The number of educational programs available in foreign languages.</p> <p>5. The number of countries (including by group) whose citizens study at the university.</p> <p>6. The number of countries that recognize the diplomas issued by Sumy National Agrarian University.</p> <p>7. The number of university foreign branches/representative offices.</p> <p>8. The number of double degree programs with international partners. The number of applicants for study under double degree programs.</p> <p>9. 60% of teachers have at least B2 level of English (German) language proficiency.</p>

	<p>6. Improvement of students and staff language competencies.</p>	<ol style="list-style-type: none"> <li>1) Improvement of foreign language teaching both within the framework of educational programs and through extra-curricula possibilities.</li> <li>2) Engaging teachers/volunteers who are native speakers of foreign languages.</li> <li>3) German-language academic mobility programs are identified as a priority. Their positive image is created.</li> <li>4) Formation of a German-speaking environment among first-year students of each faculty through the creation of combined groups for learning German.</li> <li>5) Development and implementation of annual plans of events (seminars, theme nights, promotional activities) dedicated to multicultural communication.</li> </ol>	<ol style="list-style-type: none"> <li>1. An increase by 30% of students who have at least B1 level of foreign language proficiency (English, German, French, Polish).</li> </ol>
	<p>7. Development and support of academic mobility programs for university students and staff</p>	<ol style="list-style-type: none"> <li>1) Faculties and departments annually foresee academic mobility programs for teachers and students as a component of the educational process.</li> <li>2) Provision of academic mobility opportunities under educational programs.</li> <li>3) Seminars on filling out and submitting applications for academic mobility grants are conducted at least twice a year.</li> <li>4) Development of bilateral academic exchange programs with partner universities.</li> <li>5) Expanding the base of internships abroad for students and PhDs.</li> <li>6) An increase in the number of summer schools held at the university engaging foreign partners.</li> </ol>	<ol style="list-style-type: none"> <li>1. Expanding the number of foreign scientific institutions and business structures with which cooperation is carried out to provide bases for student and PhD internships.</li> <li>2. The number of students who have completed an internship/professional practical training abroad.</li> <li>3. The number of student academic mobilities.</li> <li>4. The number of academic mobilities of PhD and doctoral degree students.</li> <li>5. The number of incoming foreign students who participate in academic mobilities.</li> </ol>

<p><b>Research</b></p>	<p>8. Compliance with the international level of scientific research, knowledge transfer and technologies</p>	<ol style="list-style-type: none"> <li>1) Participation in international scientific exhibitions and fairs.</li> <li>2) At least 20% of the total number of degree-seekers are foreign citizens.</li> <li>3) Increase of dual supervision of PhD and doctoral degree programs.</li> <li>4) Opening of state key scientific laboratories jointly with foreign partners.</li> <li>5) Increase in the number of scientific publications indexed by Web of Science and Scopus.</li> <li>6) At least 20% of all scientific publications are published jointly with foreign partners.</li> <li>7) Monitoring of compliance of the quality of educational programs of the third level of higher education with the Salzburg principles.</li> </ol>	<ol style="list-style-type: none"> <li>1. The number of scientific publications indexed by Scopus and Web of Science, including joint publications with foreign partners.</li> <li>2. The number of leading foreign scientists who teach and conduct joint research at the university.</li> <li>3. The number of SNAU scientists who teach and conduct joint research at foreign universities.</li> <li>4. Full compliance with Salzburg principles regarding the quality of educational programs of the third level of higher education.</li> </ol>
	<p>9. Implementation of scientific research within the framework of international framework programs</p>	<ol style="list-style-type: none"> <li>1) Project expert groups are formed at all faculties.</li> <li>2) Workshops on submitting grant applications are conducted.</li> <li>3) An information database with a list of open calls for international scientific projects is formed.</li> </ol>	<ol style="list-style-type: none"> <li>1. The share of funding received from international funds for scientific activities, in comparison to the total budget.</li> <li>2. Increase in the number of successful applications for international grant programs and open calls.</li> </ol>