



Tempus



**Internationalization Strategy  
of  
Kyiv National Economic University named after Vadym Hetman (KNEU)  
in 2016-2020**

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ІНТЕЛЕКТУАЛЬНОЇ

# СВІДОЦТВО

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## PREFACE

In the post-industrial economy of knowledge in the XXI century universities play a key role in the progress of civilization. Today one can speak with confidence about the internationalization and globalization of their activities as a result of becoming a globalized labor market, scientific and educational services, cross-cultural unification under conditions of global information.

International studies, students and teachers exchange, active and innovative didactic activities have always been a priority for "Kyiv National Economic University named after Vadym Hetman" (KNEU), the largest and oldest institution of higher education in economics of Ukraine (founded in 1906). University plays an important role in scientific economic research, actively develops international academic exchange programs, and participates in many global research networks, having extensive experience in training professionals for many countries. The high level of international reputation of the University can be explained by the presence of stable scientific and educational connections, diversification of international studies and publications, participation in many grant programs, presentation of the project of the University in international forums, exhibitions, conferences, symposia, constantly growing academic citation index ratings.

The development of international academic mobility of researchers, teachers and students, promotion of joint research and education programs with foreign partners *ensure* the development and implementation of productive tools and mechanisms for the integration of the University in the global scientific and educational environment in selective areas of its statutory activity *being the essence* of KNEU policy of internationalization and its international ambitions.

The University's strategic motivation, flexible organizational structure, focus on creating and participation in global networks, as well as methods and style of management which correspond the existing worldwide authoritative research, education and management platform, are aiming at getting high ranking positions.

The activities of the University within the competitive global scientific and educational environment are based on the principles of realism, quantitative determination, transparency, tolerance, adjustability, and social responsibility. The harmonious combination of the latter provides significant synergistic benefits of KNEU Internationalization model.

## THE ANALYSIS OF KNEU INTERNATIONAL COOPERATION

The number of international researchers, teachers, students as well as publications and patents in the world is growing rapidly. The amount of candidates for higher education in developed and developing countries is constantly increasing as well. Covering the mentioned spheres the information systems become the area of production of universities' competitive advantages.

Nowadays Internet, which users numbering more than a half of the world's population, contributes to the online scientific interaction, where significant progress is usually achieved by international creative teams with no need for territorial concentration in different research localities. The rapid progress and great popularity of



online education is first of all due to the extensive development of relevant university courses and programs. These and other factors determine the need for internationalization of universities.

Recently KNEU has stepped up significantly in its efforts in the process of establishing and maintaining ties with universities and organizations in other countries.

In terms of growing competition for the most talented applicants, students, researchers and professors, academic and business partners, employers, etc., participation in international scientific and educational programs is critical for the strategic development of the University. KNEU has 60 partner universities from North America, Europe and Asia. The University is a member of the following international organizations and programs:

- European Association for doctoral programs in management and business administration;
- European Public Law Organization;
- European Foundation for Management Development;
- The network of the Black Sea Universities;
- Magna Charta universitatum;
- Trans-European interchange program between universities, TEMPUS;
- Regional Studies Association;
- The European Chamber of Arbitration;
- Alexander von Humboldt Foundation;
- The Council for European Studies at Columbia University;
- Jean Monnet Professors Association.

Being involved in ranking procedures the University has got a chance to detect the reasons of its absence in international rankings. Materials of Thomson Reuters, who is a partner in working up of the global ranking of the best universities (U.S. News Best Global Universities Rankings), allowed to conduct benchmarking on key quantitative indicators. University Profile prepared by Thomson Reuters, is attached (Appendix 1). In terms of indicators which outline international dimension in comparison with the level of performance of universities included to the global ranking of the best universities in 2015 for the University is characterized by the following:

- the share of foreign workers is 18% of the average for all the universities included in the ranking;
- the share of foreign students is 18% of the average for all the universities included in the ranking;
- the percentage of publications on international co-authorship is 0% of the average for all the universities included in the ranking.

The low position of the University in the ranking of 2015 is explained by a significant backlog from the main group universities as well as from the leading universities.

For relative terms:

- international citations;
- proportion of publications with international co-authorship;
- the number of publications per academic employee;



- income from research on a scientific and pedagogical worker;
- ratio of doctoral degrees granted (candidates and doctors) to the number of academic staff;
- correlation between the number of doctoral degrees granted (candidates and doctors) and undergraduate diplomas, the University occupies the middle position.

However the growth was detected by one of the basic indicators - the correlation between the number of academic staff and the number of students.

To increase the international competitive status of KNEU there is an urgent need of development and implementation of activities on its internationalization.

## **GENERAL REGULATIONS**

The mission of KNEU is to make a meaningful contribution to society through accumulation, generation, dissemination of new knowledge and training, on this basis, competitive professionals and creative individuals.

University implements its mission by achieving the following strategic objectives:

1. Establishment of the University as a leading national research education center.
2. Providing personal and professional growth of students, formation of competencies that determine KNEU alumni's competitiveness in Ukraine and in the world.
3. Comprehensive development of creative potential of teaching staff and students of the University.
4. Formation of image of the University as a regional educational research center.
5. Promotion of a harmoniously developed personality, an active member of society, a patriot of Ukraine.
6. Creation of modern infrastructure and management systems to ensure effective operation of the University.

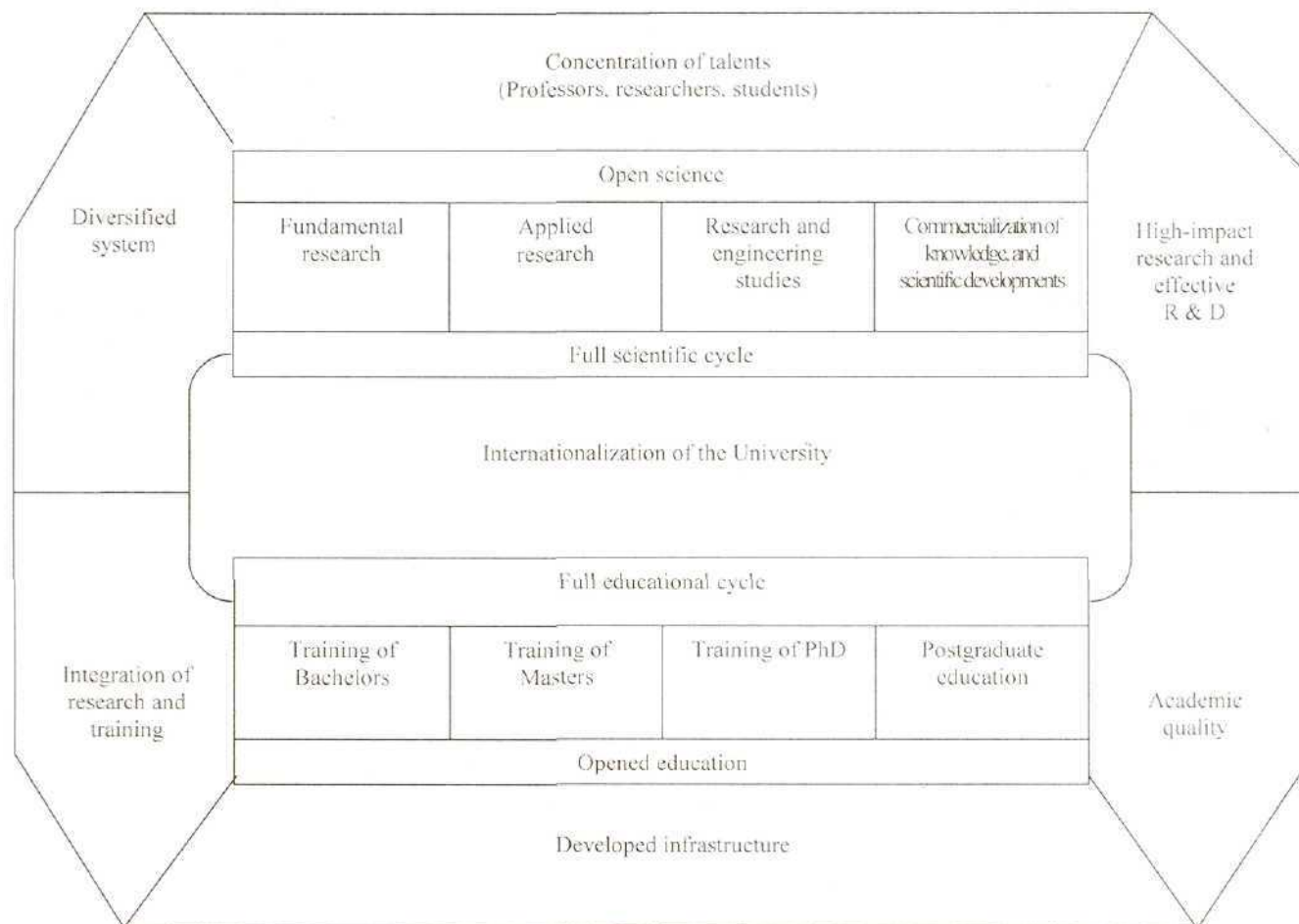
The work of the University is governed by the Law of Ukraine "On Higher Education", the Law of Ukraine "On Scientific and Scientific-Technical Activities", the Statute of Kyiv National Economic University named after Vadym Hetman, international bilateral and multilateral agreements with partners, and other regulations.

## **PURPOSE AND OBJECTIVES OF INTERNATIONALIZATION**

KNEU is a specialized research and educational institution that stands out among other universities by extensive network of Economic Research, multistructural training of professional disciplines and diversified nature of sciences, which are complementary to economics: law, psychology, information technology, political science, sociology, etc. It assumes the opportunity to host the best local and foreign professors, young scientists, creative businessmen and most capable students (the latter being selected on contest terms).

The aim of KNEU internationalization is to develop effective multi-structural system of international academic mobility and able to promote effective implementation of statutory objectives within complete scientific and educational cycles on its way to

high international competitive position (Figure 1).



**Fig. 1. Internationalization in the form of global competitiveness of the University**

The internationalization objectives are:

1. Organization and development of international research involving scientists, teachers and students, active using of scientific potential of the University, attracting leading experts from foreign universities to work on current topics of research that requires considerable concentration of intellectual potential, resources, organizational and business activities.
2. International standardization and harmonization of educational programs, plans, practices, knowledge and skills, using the possibilities of academic mobility: *for a teacher* - training activities abroad, co-writing of programs and curricula, internships and exchange of didactic tools, the main result of which is the formation of professional and cross-cultural competencies; *for a student* – getting of new knowledge and skills in the best universities of the world relevant to personal professional goals.
3. Mutual interuniversity transfer of 'students', graduate students', doctoral students' and teachers' creative competences that allow to create a harmonious personality in the selection of creative, professional, cultural, organizational and other skills that can be identified at the university, regional, national and international levels.

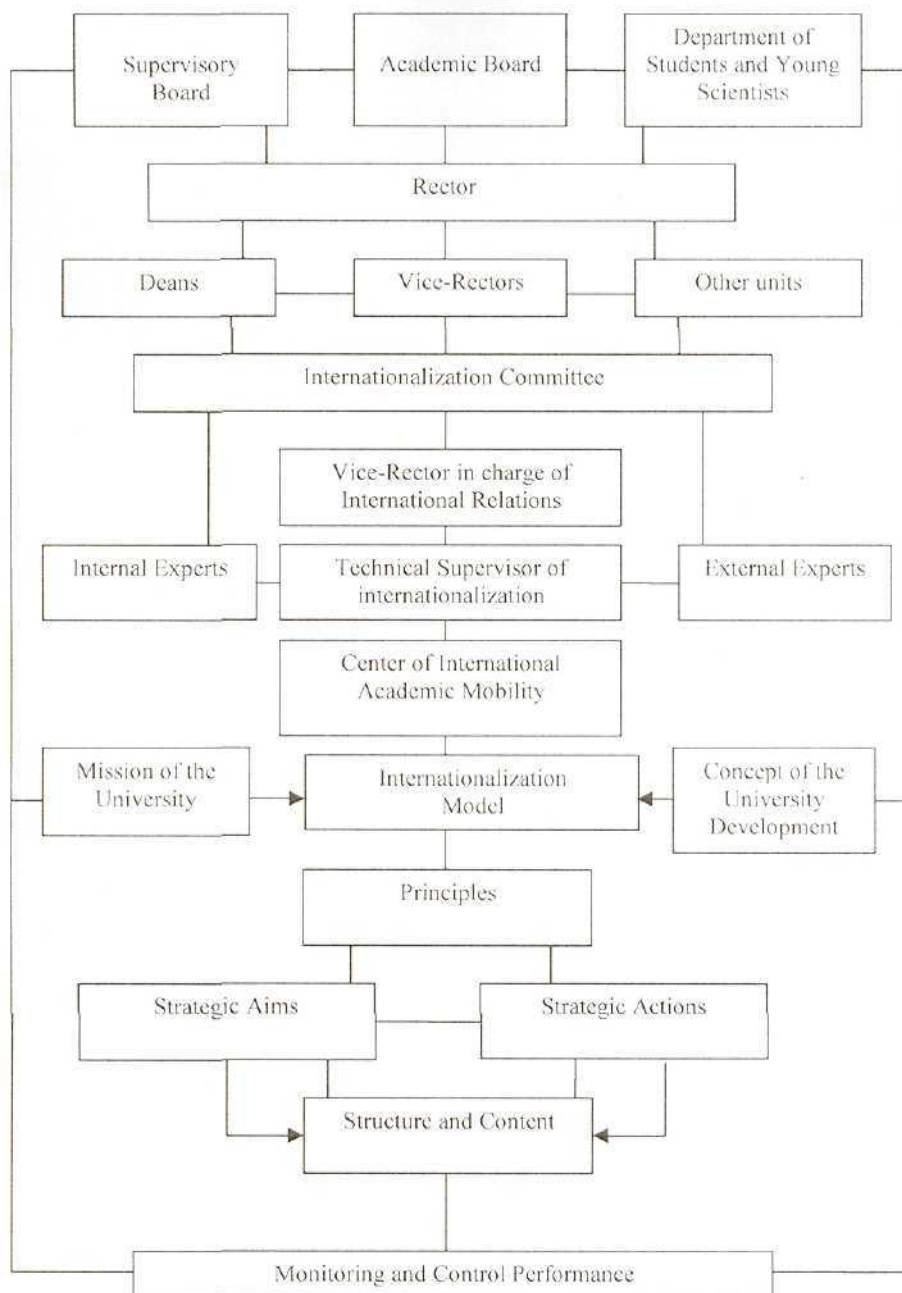


4. Proper positioning of the University in the global research and education networks, associations and groups, bilateral and multilateral, local and global projects including outsourcing, virtual models and other forms of international academic activity.
5. Creation and development of organizationally complete, flexible, convenient, transparent and actively spread *system of international academic mobility*, which requires foreign offices and centers of international scientific and educational campuses *and, on this basis, - the creation of a global platform* to exchange economic, legal, educational, organizational, management, information and other technologies.

## **BASIC COMPONENTS OF THE INTERNATIONALIZATION STRATEGY**

1. **Institutional commitments, administrative leadership, structure and staff:** taking into account the interests of all stakeholders in the development activities of the internationalization strategy; periodic assessment of the level of achieving the goals, progress and results that are formally measured and analyzed; identification of units that are responsible for the coordination and monitoring of internationalization activity, gather and analysis of reports and materials from staff, other departments and external partners (Fig. 2).





**Fig. 2. Organizational design of the KNEU internationalization model**

2. The internationalization of curricula, learning outcomes and non-academic activities:

- implementation of international competences to the general educational requirements, including the mastery of foreign languages, understanding the actual problems of world regions and global challenges;
- consideration of the international component in every educational program for each cycle of professional training, particularly through the development and introduction of new disciplines that form international competences, or through appropriate adaptation of existing courses;
- working out and development, together with foreign partners, of integrated courses and programs that assume interaction with foreign students and



- teachers;
  - creating of opportunities for international communication in non-academic activities, tolerant interaction of students and teachers, rapid integration of foreign students and teachers into the academic environment of the University;
  - validation of learning outcomes with obligatory evaluation of the obtained competencies using proven international practice indicators;
  - revision of the requirements for obtaining international certificates, bachelor's, master's and post-graduate degrees.
3. The international dimension of the University policy on teaching staff:
- the scope, nature and level of international cooperation of the University;
  - correspondence of the achieved career level of the teaching staff to the international standards;
  - evaluation of grant and publication activities of teaching staff;
  - conducting joint international research, aimed to result the identification of scientific and commercial effect;
  - staff participation in international conferences and global research networks.
4. Student mobility:
- creation of conditions and provision of information and advisory support to students to study abroad and foreign students to study and scholarships in KNEU;
  - transfer of academic achievements obtained by students in certain programs and disciplines while studying abroad;
  - holding of the sessions of academic and cultural adaptation for international students and develop programs of their integration into the University environment;
  - determine the responsible departments and individuals for academic and social support of international students.
5. Management of international cooperation:
- implementation of the model of international cooperation of the University in its strategy and other regulatory documents regulating its activities;
  - selection of the most effective organizational forms of international cooperation;
  - identification of existing and potential partners, taking into account the overall context of the country's development, its policies, priorities, structures and actions;
  - determination of the nature and level of centralization / decentralization of international cooperation.

## **MILESTONES OF UNIVERSITY STRATEGY OF INTERNATIONALIZATION ACTIVITIES**

### **1. The preparatory phase (2014-2015 years)**

- analysis of existing international ties, the implementation of strategies,



- plans and problems of their development;
- preparation and justification of the need for a strategy;
- development of the strategy and discussion within the wide range of professionals and the public;
- assessment of readiness of faculties, departments and units to implement it;
- taking into account international ratings of the University;
- development of common and differentiated marketing promotion activities, including promotion of existing achievements;
- motivation formation of international scientific activity, which is equipped with the necessary resources and support;
- adopting of the internationalization strategy.

## **2. Start of the internationalization strategy (2016- 2017 years)**

- developing long-term plan of strategy implementation and decision makers;
- conducting advocacy and PR campaign on the need and benefits of implementing the strategy;
- coordination of common positions with foreign partners;
- launching of international accreditation of educational programs and plans;
- possible amendments to the strategy;
- development of grant activities of the University;
- diversification of KNEU participation in global research networks and inter-university research.

## **3. Implementation of the internationalization strategy (2018- 2019 years)**

- formation of an international campus of teachers and students;
- creation of international centers of research, education and business activity;
- maximizing training programs in foreign languages stored in the Ukrainian accessibility to education;
- development of multi-level model of international academic mobility of teachers and students;
- University's reach of leading international positions in professional ratings.

## **4. Completion of the internationalization strategy implementation (2020)**

Follow-up. Monitoring of the results. Evaluation of qualitative and quantitative indicators of strategy implementation. Evaluation of changes in the departments, faculties and structural divisions. The development of the new strategy.

## **INTERNATIONALISATION OF EDUCATIONAL ACTIVITIES**

- Development of joint curriculum and training materials with foreign partners;
- establishment of international student exchange programs;
- working out of joint international double degree programs and certification programs for training;
- accreditation of training programs in international agencies and national accreditation of educational services;
- generalization of information about opportunities to participate in international



- programs of academic mobility and motivation of teaching staff to it;
- regular study the effectiveness of use of the partnership with the University of domestic and foreign research universities, research institutions and enterprises;
- the establishment of the University of exclusive international training programs;
- working out of a comprehensive model of development and active summer schools; holding summer schools with partner universities with foreign students;
- cooperation with foreign and domestic organizations to attract foreign students (particularly from the Ukrainian State Centre of International Education, Ministry of Education and Science of Ukraine);
- the use of educational opportunities that are provided by the embassies of foreign countries;
- determine the criteria for selecting the types of programs for bachelors and masters provided by International Standard Classification of Education;
- establishing the list of foreign languages, on which the teaching should be organized;
- development of curriculum and other normative documents in foreign languages;
- diversification of volumes and types of services related to the postgraduate education for foreign students in Ukraine;
- identification of global and professional competencies for each discipline;
- implementation of training programs that provide opportunities for international qualifications;
- development of University cooperation with foreign employment agencies for employment of graduates, student internships in foreign companies, multinational corporations and international organizations;
- increase of the involvement of foreign teachers in the educational process at the University;
- ensure the availability of international educational and scientific resources through the Internet by:
  - access to specialized and universal international scientometric databases;
  - concluding cooperation agreements with organizations that provide driving foreign scientometric databases;
  - increasing the number of training materials and the results of the educational process in the public domain in foreign languages;
  - development and implementation of policies landmark remote use of massive open online course for development of competencies of students, teachers and researchers of the University;
  - introduction of checking students' work for plagiarism using the Internet capabilities;
  - empowering language and their practical application;
  - foreign policy justification for the use of teaching works for the development of competencies of students, teachers and researchers of the University;
  - the interpretation of the leading scientists of the University works in foreign languages;
  - define the criteria for selecting foreign scientific publications and global information



- networks and databases, subscription which carries University;
- popularize the use of the library for using studying foreign sources.

## **INTERNATIONALISATION OF SCIENTIFIC ACTIVITIES**

### **Enhancing international scientific activities**

- expert initiating international research projects, including through attracting international grants for joint research;
- publish together with foreign partners scientific monographs and other scientific publications, papers in journals, including those members of the international scientometric databases Web of Science, Scopus.
- introduce distinctions (awards, scholarships) of the University for the best student interdisciplinary research and student participation in international scientific events and competitions;
- creating a common foreign universities content (content) training programs for graduate PhD;
- introduction of offers of scholarships to foreign graduate students and doctoral candidates to conduct joint research at the University.

### **Creation, participation and development of research networks**

- regular international conferences, forums, thematic round tables with participation of foreign participants for public presentation of the practical results obtained;
- attract students and graduate students to the organization and holding of international events;
- holding of international, national and regional student competitions and student research;
- development of relations with the international student organizations;
- part of the University and teaching staff in international research and professional networks;
- turning of the University into the platform of relationship between national and international research and professional networks.

## **INTERNATIONALISATION OF SOCIAL DEVELOPMENT**

1. Creation and strengthening of the image of the University as a leading research and educational institution in the educational market:
  - initiate and conduct joint international scientific and educational projects with public institutions, foreign universities and businesses;
  - research for the benefit of and at the request of state and local governments, businesses and NGOs on issues covering areas of their international activities;
  - training of employees of state and local governments, enterprises in the implementation of international initiatives;
  - development of University cooperation with international organizations and foreign funds;
  - introducing the practice of publishing abstracts of master diploma theses and



- abstracts in foreign languages on the website of the University;
- portfolio formation opportunities probation international students on domestic enterprises;
- 2. The development of the university as an educational entity effective diplomacy
- initiating the establishment of the University scientific and educational cluster (network) economic and business education in Ukraine and Eastern Europe;
- support relationship with foreign graduates and citizens of Ukraine who work on specialty abroad;
- formation faculties portfolio stories graduates who have achieved international success;
- organization of days of foreign students at the University;
- stimulating the participation of University sports teams in international competitions;
- conducting research, educational, cultural and sports events, including with partner universities;
- popularize in society the ideas of sustainable development principles of responsible investment and other global initiatives of the UN and other international organizations;
- promote the development of free trade and the Ukraine and the EU association.

## **ORGANIZATIONAL AND INSTITUTIONAL SUPPORT OF INTERNATIONALIZATION**

- identification of units responsible for the implementation of the strategy of internationalization;
- promoting systematic quality control of education at the University;
- regular (annual) conduct a comprehensive study of the effectiveness and implementation problems of the strategy of internationalization;
- combination of interests and activities of the internationalization strategy of the University and other strategies, including marketing;
- constant monitoring of the actions of key competitors in the domestic and international markets of educational services and research;
- permanent monitoring of major domestic, foreign and international publications, including ratings and reviews on the status and trends of higher education in the world;
- develop policies and procedures for improving the academic achievements of students, that they have received during their studies in other universities, including abroad;
- introduction of the preparation and publication of advertisements, plans and reports on the performance of the University in Ukrainian and foreign languages (including English);
- establishing objective requirements of foreign language skills for the University staff, whose functional responsibilities include the possibility of contact or work with foreign sources of information and develop opportunities to improve it;
- development and implementation of programs of development of the language and



cross-cultural competencies, open to all interested staff of the University;

- developing the possibility of internships for scientific-pedagogical and administrative-management personnel of the University abroad;
- identify an algorithm and additional support services for international students and faculty, and students and faculty participating in international events (eg, language, visa and transport support, settlement, health, social security, etc.);
- encourage cooperation among the University staff within international projects;
- exchange of experience between teachers and researchers of the University who implement international projects (education, research) including training for participation in international grant projects;
- development and implementation of a program on improving living conditions of students and teaching staff:
- increasing the number of seats in the hostels, which can be used by foreign students;
- regular (annual) survey of the quality of living conditions of foreigners;
- determining criteria for decision on recognition, including the equivalence accorded to obtained in foreign higher education bachelor's degree, master's, Ph.D., Doctor of Science and academic degrees of associate professor and professor at enrollment for studies and / or position of scientific or scientific-pedagogical employee;
- determining criteria of obtaining and termination of membership of the University in international educational and scientific associations, organizations, conventions and treaties;
- development and introduction of standard contracts participation of students, graduate students, researchers and teaching staff in international academic mobility programs;
- introducing an integrated approach to motivation, initiate, support and implement international research projects and new forms of international scientific cooperation;
- development of scientific and technological cooperation between the University and foreign businesses, including within the Science Park of KNEU;
- development of scientific and technical cooperation between the University, foreign offices, manufacturing and research firms and industry;
- creation of teaching and research departments with or under the auspices of international organizations and enterprises;
- regular (annual) research of the problems of international activities of the University;
- ensuring regular maintenance and updating of University websites and university scientific publications in foreign languages, including key web pages the major UN languages;
- gradual advancement of university scientific publications in international scientometric databases;
- dissemination of citing motivation of papers of the University teaching staff;
- develop the practice of inviting renowned foreign professors, representatives of foreign companies to hold public lectures at the University;
- raising campaign work on resources and the participation of stakeholders in the development of the internationalization of the university;



- establishing of a list of priority international rankings of universities, in which the University is included;
- establishing of a list of priority international research and professional networks and organizations in which the University participates;
- empowerment of training abroad for scientific and teaching staff of the University;
- developing of the models of the University participation in international exhibitions, fairs and global forums.

## INDICATORS SYSTEM

Data collection and analysis of indicators of internationalization is of complex nature and consists of three main and one additional databases:

### • **absolute indicators:**

- the number of foreign students;
- the number of students who attended the training abroad;
- the number of joint programs and of joint and dual diplomas;
- the number of students who received joint and dual diplomas;
- the number of students who participated in the scientific and educational activities abroad;
- the number of students who participated in the international scientific and educational activities at the University;
- the number of foreign teachers and researchers;
- the number of international events held:
  - conferences;
  - roundtable discussions;
  - presentations;
  - seminars, master classes and working meetings;
- position of the University in international rankings;
- position of the University in the international scientometric base of Scopus and others;
- the number of citations in international scientometric base of Scopus and others;
- the h-index (Hirsch index) of the University;
- the number of publications of the University staff abroad;
- the number of joint international publications;
- the number of publications of foreign authors in the journals of the University;
- the impact factor of scientific publications of the University according to international scientometric databases;
- the number of programs that have received international accreditation;

### • **relative indicators:**

- the number of students per teacher;
- the share of foreign scientific and pedagogical staff;
- the share of teachers who received a science degree abroad;
- the share of international students;
- the share of students employed after 2, 5 and 10 years after graduation:
  - in foreign-owned companies;

- in Ukraine and abroad;
- in companies engaged in foreign economic activity;
- the share of subjects taught in a foreign language;
- the number of publications per a scientific and pedagogical worker;
- the share of publications with international co-authorship;
- the share of income from international education activity;
- the income from studies per a scientific and pedagogical worker;
- the foreign share of revenues from research activities;
- the ratio between doctoral degrees granted (candidates and doctors) and the number of academic staff;
- the ratio between doctoral degrees granted (candidates and doctors) and bachelor degrees;
- **quality indicators:**
  - students' level of foreign languages proficiency and their use;
  - the degree of satisfaction of students by the level of internationalization of education programs;
  - the degree of satisfaction of graduates by the obtained global and professional competences;
  - score evaluation of opportunities for the internationalization of teaching activity;
  - score evaluation of the internationalization quality of scientific activity of departments, faculties and institutes;
  - evaluation of the effectiveness of implementing the strategy of internationalization.
- **Strategic objectives and their quantitative dimension:**
  - up to 1% growth of the share of foreign employees in the total scientific and pedagogical staff of the University
  - increase of the number of foreign students - up to 500 persons;
  - increase in 10 times the share of publications with international co-authorship;
  - increase in 15 times the number of publications in international scientometric databases;
  - ensure growth of the h-index (Hirsch index) of the University - a partial index of at least 30 points;
  - the share of international activity - increase up to 10%;
  - provide international accreditation programs - at least on the 1st bachelor and 8 master's degree in educational levels;
  - promote the website of the University and its position rating in Webometrix among the 1000th best in the world.

## RESOURCE

- Ensure full autonomy of the University and free use of the funds from foreign economic activities of the University;
- diversification of sources of funds for research through grants, venture capital, charitable (endowment) funds from public, private and other sources;
- creation of organization and legal and financial bases for the implementation of



academic mobility of students, Phd students, teachers, including the involvement of sponsorship funds and grants;

- improving use efficiency of material and technical base of the University by conducting international activities (educational, scientific, sports, cultural, etc.);
- improving a range of partner organizations involved in conducting international activities (media, hotels, printing houses, services of transport, communications, tourism and catering, etc.);
- creation of centralized bank of information on opportunities for grants, scholarships and participation in international competitions, including Erasmus + and Horizon 2020;
- improving use efficiency of the web pages of the University and the media.

## **EXECUTORS AND STRATEGY STAKEHOLDERS**

The strategy of internationalization implies the involvement of all stakeholders including:

- applicants and their parents;
- University:
  - students and their parents;
  - scientific and teaching staff;
  - faculties;
  - departments;
  - research institutes;
  - units of the University;
  - other staff of the University;
- graduates;
- domestic and foreign companies;
- state and regional authorities;
- professional and social organizations;
- international organizations, foundations and representation;
- embassies of foreign countries in Ukraine and embassies of Ukrainian abroad;
- domestic and international scientific and technological parks and clusters;
- Global Research Network.

## **FINAL PROVISIONS**

The internationalization strategy of Kyiv National Economic University named after Vadym Hetman has been approved by the Academic Council of the University and has been introduced by the order of the Rector of the University.

Amendments and additions to the internationalization strategy of Kyiv National Economic University should be approved by the Academic Council of the University and should be introduced by the order of the Rector of the University.