

POLTAVA UNIVERSITY OF ECONOMICS AND TRADE

**STRATEGIC PLAN FOR INTERNATIONALIZATION**  
2015-2017



Approved by the Academic Council of PUET

«\_\_» \_\_\_\_\_ 2015

Protocol №

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**POLTAVA, 2014**

***Internationalization Committee:***

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## ***Introduction***

The constant flow of people and goods across borders is facilitating the globalization of education and research. Human interaction is increasing year by year, especially in higher education institutions. Faculty members, researchers and students are moving all over the world to seek more attractive education and research environments and intellectual alliances.

This global flow of people provides a good opportunity to secure superior human resources from around the world and provide diverse and attractive higher education of an international standard. On the other hand, the progress of globalization exposes universities to intense international competition. A university that cannot develop its strengths while nurturing a distinct identity will clearly decline in this competitive environment.

Internationalization is an essential element for the future development of Poltava University of Economics and Trade (PUET). PUET is furthering its internationalization with an awareness of itself as a Ukrainian university and a member of the European community.

PUET is promoting internationalization through contributions toward playing a leading role in addressing unresolved issues and cooperation with many communities, based on respect for cultural diversity. PUET Strategic Plan For Internationalization has been formulated with the intention of replying to global expectations for the human resources and energetic international activities of PUET that is open to the world. Furthermore, PUET aims to take the lead in the knowledge society of the 21<sup>st</sup> century where diverse human resources from around the world gather to participate in its research and educational activities, and develop intellectually stimulating and creative education and research.

### ***International Vision Statement***

PUET will be an internationally prominent leader in innovative global engagement.

### ***International Mission Statement***

PUET is committed to developing international, intercultural, and interdisciplinary competencies. The university sustains these competencies through innovative curriculum, partnerships, research, creative activity, and community engagement.

***TOGETHER TO THE HEIGHTS OF PROFESSIONAL  
EXCELLENCE AND LIFE SUCCESS OF EVERYONE***

### ***International/Intercultural Competencies***

#### **Knowledge**

- Knowledge of world geography, conditions, issues, and events.
- Awareness of the complexity and interdependency of world events and issues.
- Understanding of historical forces that have shaped the current world system.
- Knowledge of one's own culture and history.
- Knowledge of effective communication, including knowledge of a foreign language, intercultural communication concepts, and international business etiquette.
- Understanding of the diversity found in the world in terms of values, beliefs, ideas, and worldviews.

#### **Attitudes**

- Openness to learning and a positive orientation to new opportunities, ideas, and ways of thinking.
- Tolerance for ambiguity and unfamiliarity.
- Sensitivity and respect for personal and cultural differences.
- Empathy or the ability to take multiple perspectives.
- Self-awareness and self-esteem about one's own identity and culture.

### Skills

- Technical skills to enhance the ability of students to learn about the world (i.e., research skills).
- Critical and comparative thinking skills, including the ability to think creatively and integrate knowledge, rather than uncritical acceptance of knowledge.
- Communication skills, including the ability to use another language effectively and interact with people from other cultures.
- Coping and resiliency skills in unfamiliar and challenging situations.

### ***Preamble to the Strategic Plan***

The Strategic Plan for Internationalization was developed by the Internationalization Committee to prioritize selective investment in high-impact areas of internationalization. This plan is intended to focus internationalization activity at PUET by promoting deliberate and strategic decision-making among all institutional stakeholders. It provides a set of thematic goals and measurable objectives for advancing the international vision and mission of PUET via documented outcomes and benchmarks.

The Strategic Plan for Internationalization is intended to guide internationalization activity for the entire PUET community and therefore builds directly upon the broader goals and objectives of PUET Strategic Plan.

The Strategic Plan for Internationalization is intended to guide international initiatives abroad, but it is also intended to increase local opportunities for global engagement in Poltava Region. Indeed, the plan conceives of internationalization and multiculturalism as two sides of the same coin and aims to promote these perspectives through both local and global opportunities for teaching, learning, scholarship and service.

## *Principles and commitments*

### Strategic partnerships

Partnerships are essential tools for internationalization, but must be approached strategically: a) International partnerships must be focused, with clearly defined objectives that relate to our broader strategic goals. Where possible, we should leverage existing resources and strengths.

b) Partnerships must be sustainable and multi-faceted where appropriate, beneficial to both institutions and sufficiently limited in number so that they can be sustained and given available resources.

c) Whenever possible, we must strategically partner by working with universities or organizations that are highly respected internationally, within their geographic area, or within select fields of interest. Exceptions are only made when the partnership accomplishes specific educational, research, or service-to-society objectives that relate to unique circumstances at the potential partner institution.

### Entrepreneurism

Faculty members maintain networks of international collaboration. The International Strategy must encourage and facilitate international interactions at the level of individual faculty members or students, focusing on those areas that will have the largest impact on achievement of the goals of the Academic and Research Plans.

### Structure

A university-level strategic plan for internationalization requires visionary and effective senior leadership, as well as an effective organizational structure at the institutional level to implement that plan.

### Incentives

Sustaining international activities requires creating and maintaining incentive structures that will drive achievement of our goals.

### Capacity-building

Universities are unique repositories of knowledge and play vital roles in the development and maintenance of civil societies worldwide. We have opportunities to leverage our expertise to contribute to civil society and capacity development globally.

### Risk management

The safety and security of our students, faculty and staff is paramount. The operation of all international activities must proceed within a well-considered, enterprise-wide, risk-management framework that will include reputational and financial risk assessment.

### Sustainability

As sustainability is one of our academic priorities, the value of our international initiatives or activities must be assessed relative to their environmental impact.

## *Strategic Goals*

### **Goal 1: Create an international faculty and staff**

An international faculty is a key to creating the new global university. Therefore the following objectives and strategies are in order.

*Objective 1. Intensify efforts to hire a diverse and international faculty and staff.*

- ✓ **Strategy 1:** Review position descriptions and advertisements for all new faculty and staff positions to ensure wording invites applications from international and underrepresented populations.
- ✓ **Strategy 2:** Continue practice of supporting international faculty applications for permanent work documents.

*Objective 2. Enhance the international capacity of PUET faculty and staff members.*

- ✓ **Strategy 1:** Use faculty and staff development funds to promote long-term relationships with international colleagues.
- ✓ **Strategy 2:** Enhance the use of faculty and staff development funds to support international activities.
- ✓ **Strategy 3:** Organize international seminars, in PUET as well as abroad, for faculty and staff members.
- ✓ **Strategy 4:** Develop an international fellows program for faculty and staff.
- ✓ **Strategy 5:** Develop workshops to assist faculty members to internationalize courses.
- ✓ **Strategy 6:** Strengthen assistance for faculty and staff to apply for international opportunities.

- ✓ **Strategy 7:** Support an international resource guide for faculty and staff that contains information about teaching materials as well as internal and external funding sources.

*Objective 3. Increase the number of international faculty members visiting PUET.*

- ✓ **Strategy 1:** Develop an international visiting faculty and staff program.
- ✓ **Strategy 2:** Improve the quality of the accommodations and services available to international faculty and staff guests.

*Objective 4. Ensure that international activities by faculty and staff members are adequately recognized.*

- ✓ **Strategy 1:** Review annual activity report forms to make sure international activities can be appropriately noted.
- ✓ **Strategy 2:** Review promotion and tenure criteria to ensure that they are consistent with University internationalization priorities.
- ✓ **Strategy 3:** Maintain a dedicated web-site to track international faculty and staff international activities.

## **Goal 2: Internationalize the curriculum**

Expanding the learning opportunities for students with cultural contexts different from those with which they are already familiar begins with the curriculum. While a general education program may increase students' awareness, the international and global knowledge necessary for responsible global citizenship and professional accomplishment requires the in-depth study found in majors, minors, and concentrations.

*Objective 1. Enhance the international component of academic majors.*

- ✓ **Strategy 1:** Develop a program to support the redesign of courses and majors to enhance international and global emphases.

- ✓ **Strategy 2:** Sponsor internationalization of teaching workshops

**Objective 2.** *Expand and deepen student participation in language learning.*

- ✓ **Strategy 1:** Develop an economically viable approach to language study that accommodates more students and is successful with a broader spectrum of undergraduates.
- ✓ **Strategy 2:** Publicize the opportunities offered by Inter-branch Institute for Advanced Training and Retraining of Specialists where courses in several foreign languages are organized

**Objective 3.** *Strengthen the commitment to international study seminars.*

- ✓ **Strategy 1:** Enhance the support to faculty members to plan and lead international study seminars.
- ✓ **Strategy 2:** Explore alternative financing models for international study seminars.

**Objective 4.** *Enhance program-to-program connections with universities abroad.*

- ✓ **Strategy 1:** Support faculty travel to interact with international colleagues in similar academic programs.
- ✓ **Strategy 2:** Support visits by international faculty to explore program-to-program connections.
- ✓ **Strategy 3:** Use distance-learning technologies created in the University to develop international program-to-program connections.

### **Goal 3: Deepen the international experience of PUET students**

While expanding the learning opportunities for students with cultural contexts different from those with which they are already familiar begins with the curriculum, much more is needed to prepare students for the globally connected world in which they will pursue careers and exercise responsible global

citizenship. The following represent additional measures that will prepare PUET students for success.

***Objective 1. Enhance initial conceptual understanding and appreciation of the impact and implications of internationalization relative to students' meaningful personal lives, professional accomplishments, and responsible global citizenship.***

- ✓ **Strategy 1:** Redesign course “University Education” (Welcome Weekend) with an introduction to internationalization as integral to programming and activities, and continued emphasis throughout the fall semester with ISEC staff.
- ✓ **Strategy 2:** Include reviews of international opportunities into Admission events, orientation programs and classes for direct from-high school, transfer, graduate students.

***Objective 2. Strengthen levels of student engagement and reflection.***

- ✓ **Strategy 1:** Develop reflection exercises on international experiences throughout the undergraduate and graduate curriculum to be captured in each student's portfolio.
- ✓ **Strategy 2:** Develop student advisory group(s) for offices in University that desire more student involvement when incorporating internationalization as part of an exceptional learning environment outside the classroom.

***Objective 3. Ensure that all students have access to study abroad.***

- ✓ **Strategy 1:** Develop advising guides by program that inform students when the best time is to study abroad and note programs other students in the same major have chosen.
- ✓ **Strategy 2:** Provide information to advisers about the study abroad programs their students pursue.

***Objective 4. Establish scholarships to support students studying abroad.***

- ✓ **Strategy:** Assist students in pursuing awards and grants from external sources that support international experiences.

***Objective 5.** Strengthen the commitment to expand and diversify the number of international students.*

- ✓ **Strategy:** Encourage Admission to continue the review of international student current recruitment strategies and the examination of alternative approaches.

***Objective 6.** Review how PUET might improve the educational experience provided for international students*

- ✓ **Strategy 1:** Conduct a survey of international students to assess adequacy of current services and ascertain additional needs.
- ✓ **Strategy 2:** To improve cross-cultural, language and communication skills in university open new centers of languages and cultures.

#### **Goal 4: Internationalize all aspects of PUET student experience.**

At PUET, co-curricular is defined as planned, intentional learning outside required class activities that integrates academics and personal development through reflective communication.

***Objective 1.** Create opportunities for collaboration and partnerships using student groups working with staff to complement internationalization efforts of faculty and/or academic departments.*

- ✓ **Strategy:** Explore international opportunities with respect to Student Council.

***Objective 2.** Incorporate internationalization throughout service learning, internship, volunteerism, and other experiential learning opportunities.*

- ✓ **Strategy 1:** Ask Business Relations Center to collaborate with International Scientific Educational Center to identify international opportunities.

- ✓ **Strategy 2:** Ask Student Council for collaboration with students' community in the context of internationalization.
- ✓ **Strategy 3:** Establish mechanisms to connect PUET students with international populations in Poltava.

**Goal 5: Create a University organizational committee that supports comprehensive internationalization.**

Strategic Plan for Internationalization 2015-2017 calls for a redesign of the administrative structure to coordinate and further the achievement of University internationalization goals. While designing an administrative structure is the responsibility of senior administrators, IC suggests the following.

***Objective 1:** Create and implement a governance structure to ensure faculty and staff input into decisions and development of policies regarding international affairs.*

- ✓ **Strategy:** Establish faculty and staff internationalization implementation groups in all departments and chairs and other relevant administrative units.

***Objective 2.** Bring greater consistency and coordination to international relationships.*

- ✓ **Strategy 1:** Develop a formal list of criteria to be considered in establishing relationships with international universities.
- ✓ **Strategy 2:** Develop agreements with quality universities in every major region of the world.
- ✓ **Strategy 3:** Determine the organizational memberships critical to achieve internationalization goals.

***Objective 3.** Enhance relationships with external constituencies.*

- ✓ **Strategy 1:** Develop collaborations with Poltava Community organizations that offer opportunities to help achieve PUET Mission and strategic goals.

- ✓ **Strategy 2:** Develop relationships with international alumni.
- ✓ **Strategy 3:** Develop a marketing plan for PUET international efforts.

*Objective 4. Develop a plan to acquire the resources to support international efforts.*

- ✓ **Strategy:** Pursue grants to support internationalization initiatives.