

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
KYIV NATIONAL UNIVERSITY OF  
CONSTRUCTION AND ARCHITECTURE**

**Approved by the University Academic Council  
Minutes No. 27 of the University Academic Council meeting  
of October 25, 2019  
University Academic Council Chairman**

**\_\_\_\_\_**  
**Petro Kulikov**  
**Put into effect by Rector`s Order dated 01.11.2019 No.447**

**INTERNATIONALIZATION STRATEGY**

**(2019 – 2024)**

Kyiv

## TABLE OF CONTENT

PREAMBLE.....	3
GENERAL PROVISIONS.....	3
KNUCA INTERNATIONAL COOPERATION CURRENT STATUS.....	4
INTERNATIONALIZATION GOAL AND ITS STRATEGIC OBJECTIVES .....	5
BASIC COMPONENTS OF THE INTERNATIONALIZATION STRATEGY .....	5
SWOT-ANALYSIS OF INTERNATIONALIZATION .....	7
EDUCATION CAPABILITIES IN THE UNIVERSITY .....	7
SYSTEM OF INDICATORS FOR INTERNATIONALIZATION STRATEGY IMPLEMENTATION .....	14
FINAL PROVISIONS.....	13

## PREAMBLE

Actual civilizational challenges caused by various political and socio-cultural factors, in particular, the geopolitical borders expansion, the rapid development of modern information technologies, and the growth of social mobility characterize modern stage of human development. The main feature of the modern civilization development is that it integrates into a single holistic world system within the framework of spreading globalization processes. Globalization that affects all spheres of life, including higher education. The features that characterize globalization in education are the knowledge unifications, general aspiration of countries to achieve high quality of education. Globalization increased the competition of educational services in international markets. The globalization processes are setting new demands on educational system graduates that are forced to interact with colleagues from different cultures. Getting positions in international companies, young specialists must work in cross-cultural commands. In addition, the swift intellectualization of the economy defined the next stage of society development as an informational, in which information and knowledge-intensive technologies are the most valuable resources. The presence of qualified personnel capable of producing information resources and working with them becomes the first necessary condition to create the environment for the dissemination and development of these resources. Therefore, the national educational system of any country should focus not just on training qualified personnel for the development of their economy, but on training, which will ensure the competitiveness of its economy in the modern global environment. At the same time, the process of national educational limitation determines to produce more specialists who are ready to work not only in their own country but also to meet the requirements of the world labor markets.

The Kyiv National University of Construction and Architecture has a long tradition of training engineers and science staff. Founded on April 17, 1930, it is a unique modern institution of higher education on building specialties, according to high standards of training specialists, has a powerful material and technical base (6 scientific-research institutes and 14 testing centers and laboratories), as well as scientific schools known in the appropriate environment. The University harmoniously combines fundamental and applied research and develops new technologies, designs, products, materials, and process equipment on its basis.

## GENERAL PROVISIONS

The *mission* of the Kyiv National University of Construction and Architecture (hereinafter KNUCA) is to form a new generation of specialists, able to modernize construction and architectural industry of Ukraine.

The *Motto* of the University: ***We teach how to build the future.***

*The University sees its role in the education system as the first among equals*, as the leader in providing educational services in Ukraine. KNUCA is the leading scientific center in the field of construction and architecture, which, in accordance with

modern approaches, provides training of highly qualified specialists with active life position, modern knowledge, practical skills and necessary competence, which satisfies the needs of society, as well as Ukrainian and foreign labor markets.

The policy of KNUCA in terms of quality is aimed at supporting the sustainable development of the University through:

- the University stakeholders necessities and expectations satisfaction
- the legislative requirements compliance
- the quality insurance services providing
- the systemic approach to service delivery
- the University's adaptability to changes in the external environment
- the innovations implementation
- the continuous improvement of the University management system involving staff, students and other stakeholders
- the staff competence and motivation increase
- the creation of favourable conditions in the University for both professional and personal plans and tasks implementation.

## **KNUCA INTERNATIONAL COOPERATION CURRENT STATUS**

The key characteristics of higher education development in the context of globalization are active cooperation between the higher education institutions from all over the world in order to form a competitive intellectual capital in the global commercial environment. International cooperation is defined as one of the key areas of the Kyiv National University of Construction and Architecture development. In the context of competition between higher education institutions for attracting talented applicants, meeting the educational needs of students, enhancing the professional level of scientific and pedagogical staff, and employees, it is critically important to find academic partners and participate in international scientific and educational projects and programs. The strategic goal of international cooperation of the University is to enter the global educational community by achieving a high level of competitiveness in educational and research activities. KNUCA has partnership agreements with 50 universities in 25 countries, including the USA, and countries of Europe, Asia, and South America. Citizens of more than thirty foreign countries study at the University. KNUCA is the member of international organizations such as:

- 1) European Civil Engineering Education and Training Association (EUCEET Association)<sup>1</sup>
- 2) European Federation of National Engineering Associations (FEANI)<sup>2</sup>
- 3) International Federation of Consulting Engineers (FIDIC)<sup>3</sup>

One of the most important directions of international cooperation of KNUCA is the participation in international programs and projects implementation like ERASMUS+, Horizon 2020, Visby, and COST. Based on agreements with partner

---

1 European Civil Engineering Education and Training. URL: <http://www.euceet.eu/>

2 European Federation of National Engineering Associations. URL: <https://www.feani.org/>

3 International Federation of Consulting Engineers. URL: <http://fidic.org/>

universities, the University has double diploma programs. In addition, research and teaching staff of the University carry out research work together with representatives of scientific institutions and educational institutions of foreign countries, among them the National Academy of Sciences of Belarus, the University of Caen Normandy, The International Union for Conservation of Nature and Natural Resources, Shenzhen Academy of Aerospace Technology (PRC).

At the same time, it should be noted that the representation of the University in the world educational services market is insufficient for its absence from the leading international rankings. In order to increase the international competitive status of KNUCA, to ensure the recognition ability of the University brand in the countries of near and far abroad, to stimulate the participation in international educational rankings, a system of measures to internationalize its activities development and implementation is urgently needed. These objectives cooperate with the concept of the KNUCA international activity strategic development for 2019-2025.

## **INTERNATIONALIZATION GOAL AND ITS STRATEGIC OBJECTIVES**

The internationalization strategy of the Kyiv National University of Construction and Architecture is designed in accordance with the laws of Ukraine "On Education"; "On Higher Education"; "On Scientific and Scientific Technical Activities"; "On Innovation Activity"; "On National Strategy for the Development of Education in Ukraine for the period until 2021"; "On Approval of Regulation on the Procedure for Exercising the Academic Mobility Right", on other normative and legal documents of Higher Education educational results, as well as the Statute and other normative documents of KNUCA.

**The goal of the internationalization strategy of KNUCA** is to form a new vision of the international activities of the University as an integral component of each structural working unit, aimed at increasing its authority in the scientific and educational international space.

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

### **1. Institutional commitments, administrative leadership, structure and the staff:**

- initiation of measures intended to develop the internationalization of the University;
- consideration of all stakeholders interests in activities of the internationalization strategy;
- periodic assessments of the strategy objectives and results achievement state;
- identification of units responsible for coordination and control of internationalization activities;
- support for staff initiatives on the internationalization process of the University.

## **2. Internationalization of training programs, educational results, and non-academic activities:**

- implementation of international competencies to general educational requirements, in particular in terms of learning foreign languages, understanding of global challenges;
- consideration of international dimension in each educational program at each level of specialist training;
- development, in conjunction with foreign partners, of integrated courses and programs that involve interaction with international students and teachers;
- development of joint international double diploma programs as well as certification programs for training of specialists;
- creating opportunities for international students and teachers to quickly integrate into the University's student and academic environment;
- validation of the training results, with the formed competencies compulsory estimation by means of the international practice indicators.

## **3. The international dimension of the University's policy towards scientific and pedagogical workers:**

- the scope, nature, and level of international cooperation at the University;
- evaluation of publication activity of scientific and pedagogical workers;
- conducting joint international research with well-defined scientific and practical results;
- staff participation in international conferences and global research networks.

## **4. Student mobility:**

- providing information and advisory support for to students studying abroad and international students studying at KNUCA;
- crediting achievements obtained by students in certain programs and disciplines while studying abroad;
- conducting academic and cultural adaptation sessions for international students, development of programs for their integration into the University environment;
- defining responsible units and individuals for international students' academic and social support.

## **5. International cooperation management:**

- implementation of the international cooperation model of the University in its strategy and other regulatory documents;
- identification of existing and potential partners, taking into account the context of the country's development, its policies, and priorities;
- defining the character and level of centralization/decentralization of international cooperation management.

**SWOT-ANALYSIS OF INTERNATIONALIZATION  
EDUCATION CAPABILITIES IN THE UNIVERSITY**

<b>Internal environment</b>	<b>STRENGTHS</b>	<b>WEAKNESSES</b>
	<ul style="list-style-type: none"> <li>- the University leadership/staff readiness for strategic changes</li> <li>- the University participation in international and national academic associations and organizations</li> <li>-the University experience in implementing the academic mobility projects</li> <li>- the University experience in participation in international projects and programs</li> <li>- cooperation with 50 foreign universities within the framework of agreements/ memorandums of cooperation</li> <li>- international students from 32 countries studying at the University</li> <li>-the availability of educational programs that are taught in English</li> <li>- possibility of flexible developing and updating of educational programs</li> </ul>	<ul style="list-style-type: none"> <li>-the insufficient representation level of the University in the World Educational Market services</li> <li>-lack of key performance indicators of the University</li> <li>-a small number of University staff who speak English</li> <li>- insufficient level of scientific staff and student's participation in academic mobility activities</li> <li>- insufficient level of proficiency in foreign languages of the University staff and students</li> <li>- insufficiently developed informing system on academic mobility programs</li> <li>- limited financial capacity for participation in academic mobility programs and international projects</li> </ul>
<b>External environment</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
	<ul style="list-style-type: none"> <li>-Ukraine`s strategic course to the EU integration</li> <li>- Ukraine's participation in the Bologna Process</li> <li>- the geopolitical position of Ukraine, which creates opportunities for participation in international projects and programs, including those of cross-border cooperation</li> <li>- foreign citizens (students) interest of Ukraine through the financial availability of educational programs</li> </ul>	<ul style="list-style-type: none"> <li>-the world economic crisis</li> <li>-commercialization of higher education</li> <li>- deterioration of the socio-economic situation in Ukraine</li> <li>- the downgrading of Ukrainian education in world educational markets</li> </ul>

Based on the results of the SWOT analysis, the strategic goals of internationalization of KNUCA were formed:

- integration of the University into the world educational and scientific space;
- internationalization of education and science at the University with a view to increasing its competitiveness in the international market of educational services;
- development of University management in the context of internationalization.



## KNUCA INTERNATIONALIZATION STRATEGY IMPLEMENTATION ROAD MAP

Strategic goal	Objective	Activities	Responsibilities	Terms	Resources	Obstacles/risks
1. Integration of the University into the world educational and scientific space	1.1. Strategic partnership development with foreign universities, scientific institutions	1.1.1 Conclude contracts/memorandums of cooperation with foreign educational and scientific institutions	Vice-rector on scientific and pedagogical work and international relations; Department of international relations; Deans of faculties	Annually	Staff salary; University budget funds for foreign business trips and receiving foreign delegations	Inactivity of the signatories in agreements implementation; Lack of participation of parties to agreements in their implementation; lack of funding
		1.1.2. Improve the effectiveness of the existing cooperation agreements implementation	Department of international relations; cooperation agreements coordinators	Regularly	Staff salary	Not defined coordinators/persons responsible for agreements implementation; Coordinators don't have enough time to accomplish this job
		1.1.3. Enhance the participation of the University in international associations and consortia	Vice-rector on scientific work; Deans of faculties; Department of international relations;	Regularly	Staff salary	Lack of funding for membership fees payment; lack of effective participation; lack of motivation to participate in international consortia on

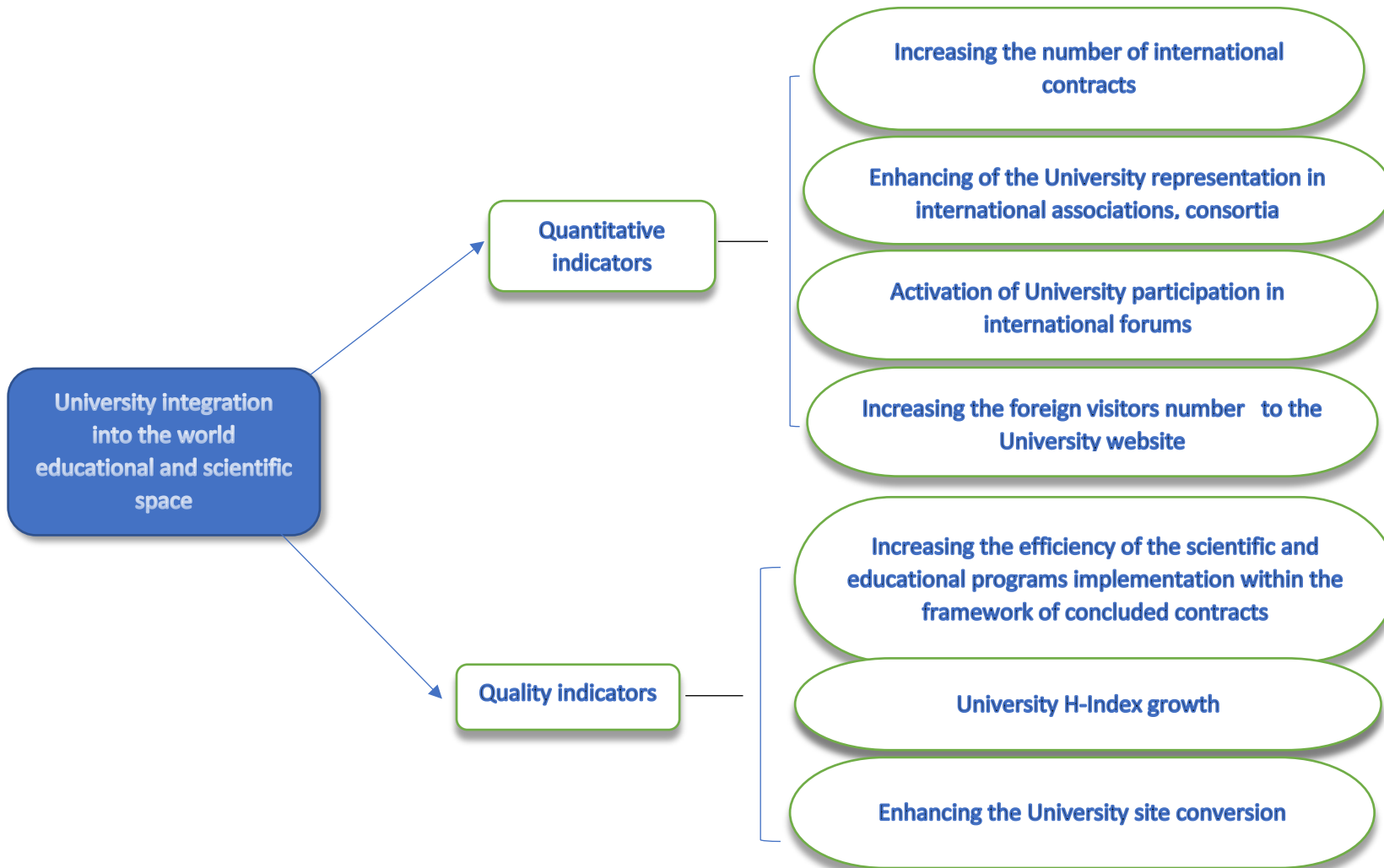
						branches of knowledge
	1.2. Expansion of the University's presence in the external information space	1.2.1. Create an English version of the University website	First Vice-rector; Vice-rector on scientific work; deans of faculties; Department of international relations	By the end of 2020	Staff salary	Lack of required staff members ; lack of funding
		1.2.2 Post a description of educational programs in English on the University's website	Vice-rector for educational-methodical work; deans of faculties	By the end of 2020	Staff salary; payment of translation costs of programs	Insufficient financial resources
		1.2.3. Participate in international exhibitions and other activities	Vice-rector on scientific work; Vice-rector on scientific and pedagogical work and international relations; Research and Development Division; faculties	Regularly	Staff salary; Payment of participation fees	Low academic staff members activity; lack of funding
		1.2.4. Participate in national and international university rankings	Rectorate	Annually	Staff salary	Lack of required staff members
2. Internationalization of education and science to	2.1. Enhancing the participation of the	2.1.1.Enhance the participation of the	Deans of faculties;	Annually	Staff salary	Insufficient language training

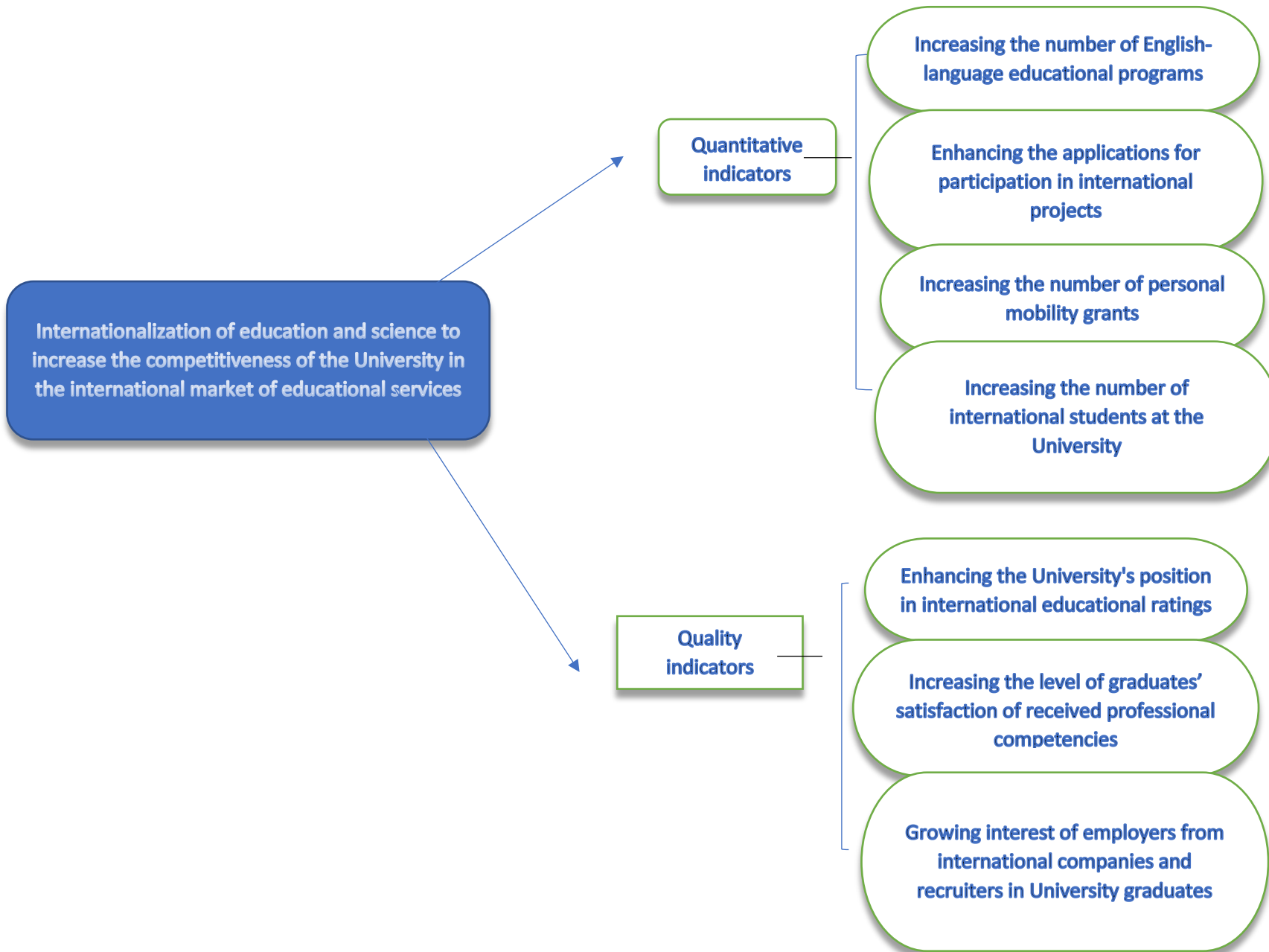
increase the competitiveness of the University in the international market of educational services	University in international projects and programs-	University in academic mobility programs and international projects	Department of international relations;			for students and staff members; insufficient number of courses taught in English
		2.1.2. Enhance participation in international scientific projects	Vice-rector on scientific work; Research and Development Division; Deans of faculties; Heads of departments	Annually	Staff salary	Insufficient language training for students and staff members
	2.2. Increasing the attractiveness of University education programs	2.2.1. Increase the number of English-language educational programs	Vice-rector for educational and methodical work; Deans of faculties	Annually	Staff salary	Insufficient language proficiency of academic staff
		2.2.2. Develop a marketing strategy for the promotion of the University's educational services in the markets of the near and far abroad	Vice-rector on scientific and pedagogical work and international relations; Vice-rector for educational and methodical work; Training department;	By the end of 2020	Staff salary	Lack of information about the educational markets

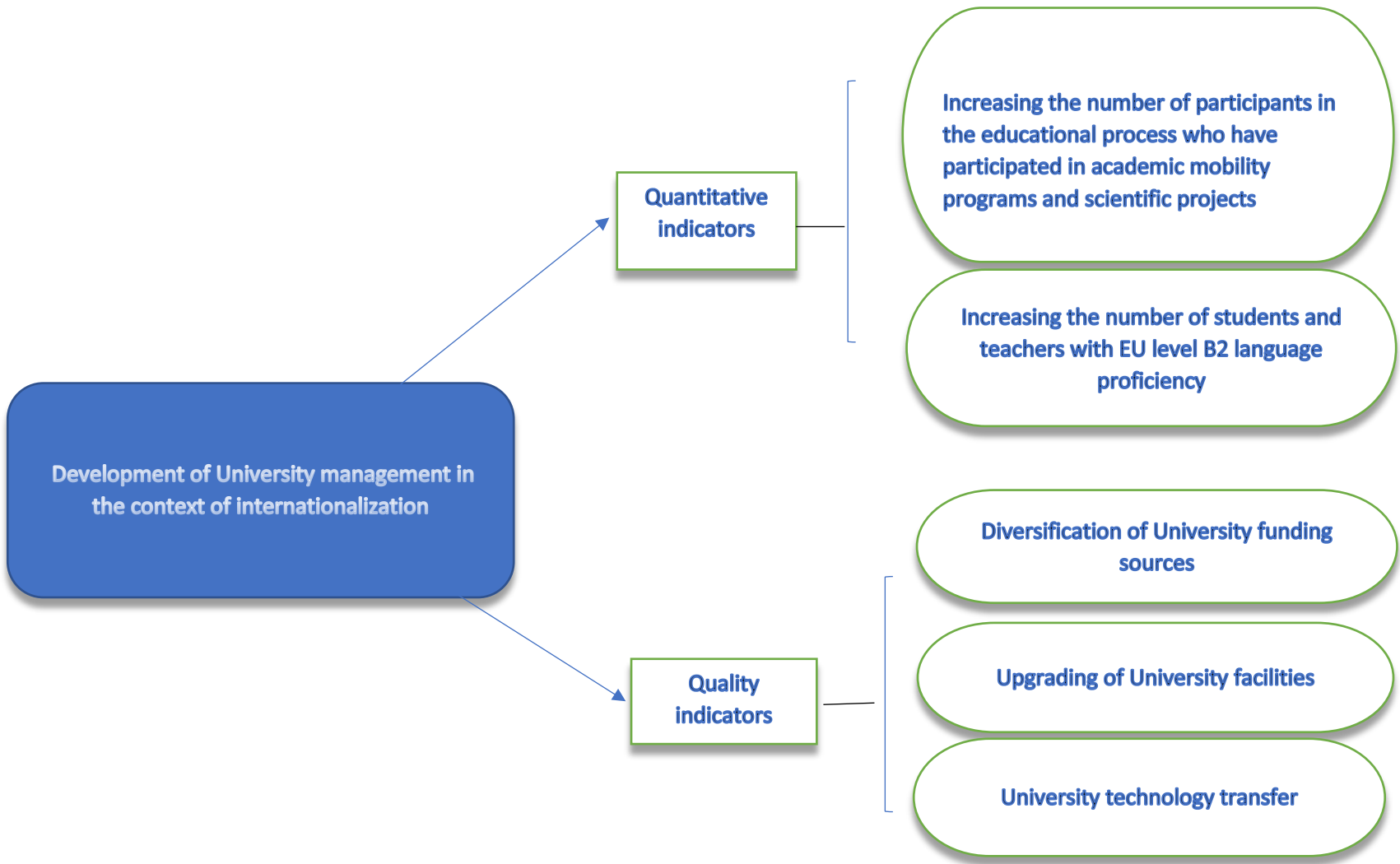
			Department on work with foreign students			
3. Development of University management in the context of internationalization	3.1. Development of the international management system	3.1.1. Create an International Education Center in KNUCA	First Vice-rector; Vice-rector on scientific and pedagogical work and international relations	1 <sup>st</sup> half of 2020	Staff salary	Lack of appropriate qualification specialists due to the insufficient level of funding
	3.2. Enhancing the effectiveness of international academic mobility	3.2.1. Develop and implement a monitoring system of the international academic mobility effectiveness.	Vice-rector on scientific and pedagogical work and international relations; Department of international relations; Department of strategic management; Deans of faculties	2 <sup>nd</sup> half of 2020	Staff salary	
		3.2.2. Develop a system of incentives for scientific and pedagogical workers and University staff for participation in international projects	First pro-rector; Vice-rector on scientific and pedagogical work and international relations; Vice-rector on scientific work;	By the end of 2020		Insufficient financial resources

			Department of international relations;			
		3.2.2. Develop and implement an international project activity monitoring system.	Vice-rector on scientific and pedagogical work and international relations; Department of international relations; Department of strategic management; Deans of Faculties	1 <sup>st</sup> half of 2020	Staff salary	

## SYSTEM OF INDICATORS FOR INTERNATIONALIZATION STRATEGY IMPLEMENTATION









## **FINAL PROVISIONS**

The internationalization strategy of the Kyiv National University of Construction and Architecture is approved by the Academic Council of the University and put into effect by order of the Rector of the University.

Amendments and additions to the internationalization strategy of the Kyiv National University of Construction and Architecture are approved by the Academic Council of the University and put into effect by order of the Rector of the University.

The individual components of the internationalization strategy may be expanded or refined by separate regulations of the Kyiv National University of Construction and Architecture.