

FINAL PROJECT CHARTER

1. **University:** Taras Shevchenko National University of Kyiv
2. **Your position/unit:** Head of International Relations Office
3. **Final Project Title:** Going International
4. **Project Goal(s) and SMART Objective(s):**

The project goal has been defined as adoption of the Internationalisation Strategy of Taras Shevchenko National University of Kyiv by the Academic Council according to the valid procedures before end of the training course.

5. **Deliverables: Please enlist the deliverables of your project matching your goals**

<https://senate.univ.kiev.ua/?p=2325>

<http://senate.univ.kiev.ua/wp-content/uploads/2023/05/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D1%96%D1%8F-%D1%96%D0%BD%D1%82%D0%B5%D1%80%D0%BD%D0%B0%D1%86%D1%96%D0%BE%D0%BD%D0%B0%D0%BB%D1%96%D0%B7%D0%B0%D1%86%D1%96%D1%97.pdf>

<https://international.knu.ua/strategiya-internacjonalizaciyi/>

6. **Challenges and Support. What were the main challenges of your project and how did you manage to overcome them?**

At the beginning of the training course my project statement was not specific and measurable. Due to the online and oncampus workshops I reevaluated the SMART parameters of my project to formulate a tangible project idea and deliverable.

The major challenge to the project has become the war. Initially the Internationalisation Strategy was planned to be adopted at my university in May 2022. But the war forced the university management to reconsider design and approval of the strategy in the planned timeline. Serious geopolitical transformations caused by the war brought me to an idea to reflect on the circumstances of the new reality for the university and devise a document which would better fit the moment.

The new opportunities for the HEIs of Ukraine and the new conditions and challenges of the Ukrainian higher education stimulated national and institutional debates on the international cooperation and internationalisation in time of war. The decision was made to proceed with elaboration of the internationalisation strategy to equip the University community with a strategic document for reference in their internationalisation activities.

The major challenge in the process of the strategy elaboration was to ensure inclusion of all the stakeholders to the process. Sometimes it was problematic for security reasons. Some staff has been relocated abroad or in Ukraine. The major approach here was to pursue regular communication with the University community on the topic of internationalisation, actively inquire the faculties and departments on their needs and cooperation agendas, promote new and extending international opportunities of academic mobility, international projects, new forms of internationalisation at home.

So gradually, the discourse on internationalisation has become part of the university narrative and combined with visible and measurable effects of international activities it stimulated a high quality discussion and collaborative consideration of the internationalisation strategy by the major participants of the working group.

7. Lessons Learnt: What are your lessons learnt and recommendations you would like to share?

- 1) The more stakeholders know about the project – the better. Keep the stakeholders informed on the progress. Use digital tools for this: messenger groups, collaborative instruments (e.g. GoogleDocs). Don't try to write the strategy yourself but ensure that everyone is aware of the contents.
- 2) There is no standard scheme for an internationalisation strategy of a university. A strategy needs to be based on the vision, practice and expectations of the academic community in accordance to their needs and possibilities. Communication with the faculties is critical here.
- 3) Elaboration of a strategy needs time. It is important to allow faculties and the university management to live through this elaboration process. The need to have this document must be perceived as a bottom-up approach, not top-down necessity.
- 4) The strategy elaboration process may be accompanied by consultation and information support of the International Office. All the ideas and expertise which are available for sharing with teachers, researchers, programme leads may have good seminal effect on perception and approval of the strategy throughout the university. It is important for a coherent internationalisation process afterwards and the overall sustainability of the project.
- 5) Communicate the draft strategy with your international partners. Third-party feedback would be helpful in understanding the relevance and cohesion of the document.

8. Impact: Please describe how your project contributed to/ advanced the specific aspect of the internationalization at your university.

- 1) Due to this project my University has now a document containing the Internationalisation Strategy.
- 2) The Strategy is a handy reference to the policies and priorities of the University.
- 3) The document is used for international projects applications.

9. Outlook and Sustainability:

- 1) The strategy is to be translated to English to be easily accessible to the international audience.
- 2) The temporary nature of the Strategy is intrinsic in it as a document of the war time. Apparently, any significant change in the geopolitical conditions might force to reconsider the document.
- 3) The Strategy needs to be complemented by a yearly action plan which would envisage the responsible units and executives with respective KPIs.