

**PRIVATE JOINT-STOCK COMPANY "HIGHER EDUCATIONAL
INSTITUTION "INTERREGIONAL ACADEMY OF PERSONNEL
MANAGEMENT"**



APPROVED:
Academic Council of PJSC "IAPM"
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Chairman of the Academic Council
President of IAPM _____ Rostyslav Shchokin

**INTERNATIONALISATION STRATEGY
of the Private Joint Stock Company "Higher Educational Institution
"Interregional Academy of Personnel Management
for 2021 - 2026 years**

Kyiv 2021

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PREAMBLE

Internationalisation and globalisation of higher education institutions due to the formation of a globalised labour market and scientific and educational services, cross-cultural unification in the context of global informatisation play a key role in ensuring civilisational progress in the XXI century.

International research, exchange of students and teachers, active innovation and didactic activities should be a priority for PJSC "Higher Educational Institution "Interregional Academy of Personnel Management" (hereinafter - the Academy).

The Academy conducts scientific research, develops international exchanges, participates in global research networks, and has experience in training specialists for a number of countries.

The international reputation of the Academy is due to the presence of scientific and educational ties, diversification of international publications, participation in international programmes, presentations of the Academy's projects, growing citation indices and academic rankings.

The development of international academic mobility of scientists, teachers, and students, as well as the promotion of joint research and educational programmes with foreign partners, should ensure the development and implementation of productive tools and mechanisms for integrating the Academy into the global scientific and educational environment.

This should be the essence of the Academy's internationalisation policy and its international ambitions.

The Academy's strategic motivations, flexible organisational structure, focus on creating and participating in global networks, as well as management methods and style that are harmonised with the world's existing reputable scientific, educational and management platforms should be aimed at achieving a high international status.

The activities of the Academy within the global competitive scientific and educational environment should be based on the principles of realism, transparency, tolerance, regulation, social responsibility, the harmonious combination of which ensures the generation and obtaining of significant synergistic benefits of the internationalisation model of PJSC "IAPM".

ANALYSIS OF INTERNATIONAL COOPERATION PJSC "IAPM"

The number of international researchers, teachers, higher education students, as well as publications and patents in the world is growing rapidly. The number of higher education students is increasing in both developed and developing countries.

The environment for generating competitive advantages of higher education institutions is becoming an information system covering these areas of activity.

Today, the Internet, which is used by more than half of the world's population, facilitates online scientific interaction, where international creative teams usually

achieve serious success without the need for their territorial concentration in certain research locations.

Online education is gaining momentum and popularity primarily due to the widespread development of relevant academic courses and programmes. These and other factors necessitate the internationalisation of higher education institutions.

Recently, the Academy has significantly intensified its efforts in establishing and maintaining close multi-level relations with other higher education institutions, both domestic and foreign.

In the context of increasing competition for the most talented applicants, students, researchers and image professors, academic and business partners, employers, etc., participation in international scientific and educational programmes is becoming important for the strategic development of the Academy.

GENERAL PROVISIONS

The mission of the Private Joint-Stock Company "Higher Educational Institution "Interregional Academy of Personnel Management" is "Together to the heights of professional excellence and life success of everyone for the prosperity of Ukraine" by

- Providing high-quality and socially significant higher education using the latest educational technologies to continuously improve the educational and cultural level of the population of Ukraine and other countries;

- creating an atmosphere for self-improvement of academic staff, employees and students in the process of their joint educational, scientific, innovative and organisational activities, taking into account personal vocation and respect for humanity, changes in the world around them;

- training of the new generation of professionals recognised in Ukraine and abroad - leaders in economics, finance, management, law, international relations, public communications and regional studies, tourism, psychology, social work, foreign philology, medicine, information technology and advertising.

The strategic goal of the Academy's development is to ensure the competitiveness of the Academy in the domestic, European and global markets of educational services and labour.

The Academy realises its mission by achieving the following strategic goals:

1. Formation of the socio-cultural motivational environment of the Academy, which promotes the professional growth of academic staff and employees, ensures high quality education, acquisition of new competences and their transfer to students; dynamic development of research and innovation.

2. Development of the Academy's regulatory framework for the implementation of the Law of Ukraine "On Higher Education", achievement of academic, organisational and financial autonomy, democratisation of the management system, improvement of social protection of students, academic staff and employees.

3. Formation of a model of the Academy's activity based on a combination of education, science and innovation, ensuring integration into the international scientific and educational space.

4. Development of material, technical, financial and resource support for the educational and scientific process at the Academy.

In its activities, the Academy is guided by the Law of Ukraine "On Higher Education", the Law of Ukraine "On Scientific and Scientific and Technical Activities", the Charter of PJSC "IAPM", international bilateral and multilateral agreements with partners, as well as other regulations.

GOAL AND OBJECTIVES OF INTERNATIONALISATION

The purpose of the Academy's internationalisation is to form an effective political and structural system of international academic mobility, capable of contributing to the effective implementation of statutory tasks within the full scientific and educational cycles, in the process of bringing the IAPM to high international competitive positions.

The objectives of internationalisation are:

1. Organisation and development of international research with the participation of scientists, teachers and students, which involves the active use of the scientific potential of the Academy, attracting leading experts from foreign universities to work on relevant research topics, which requires a significant concentration of intellectual potential, resources, organisational and business activity.

2. International standardisation and unification of educational programmes, plans, and practices of acquiring knowledge, skills, and abilities, using the possibilities of academic mobility:

- for a teacher - conducting educational events abroad, joint development of programmes and plans, internships, and exchange of didactic tools, the main result of which is the formation of new professional and cross-cultural competences;

- for a higher education student, the acquisition of new competences in the world's best higher education institutions in accordance with personal goals of professionalism.

3. Mutual transfer of creative competencies of students, postgraduates, doctoral students and teachers, which allows to form a harmonious personality in the process of selecting its creative, professional, cultural, organisational and other abilities that can be identified at the academic, regional, national and international levels.

4. Proper positioning of the Academy in global research and educational networks, associations and groups, bilateral and multilateral local and global projects, including outsourcing, virtual and other models of international academic activity,

5. Creation and development of an organisationally perfect, flexible, convenient, transparent, actively promoted system of international academic mobility management, which provides for the establishment of foreign offices and centres, international research and education campuses and, on this basis, a global platform for the exchange of economic, legal, didactic, organisational, managerial, information and other technologies.

BASIC COMPONENTS OF THE INTERNATIONALISATION STRATEGY

1. Institutional commitment, administrative leadership, structure and staff
- Consideration of the interests of all stakeholders when developing measures to implement the internationalisation strategy;

- periodic assessment of the status of achievement of the set goals, progress and results, which are formally measured and analysed;
- identification of units responsible for coordinating and controlling internationalisation activities, collection and analysis of reports and materials from employees, other units and external partners.

2. Internationalisation of educational programmes, learning outcomes and non-academic activities:

- Implementation of international competences into general educational requirements, in particular, foreign language proficiency, understanding of current problems of the world's regions and global challenges;
- inclusion of the international dimension in each educational programme at each cycle of training, in particular through the development and introduction of new disciplines that form international competences or through appropriate adaptation of existing disciplines;
- development, in cooperation with foreign partners, of integrated courses and programmes that involve interaction with foreign students and teachers;
- creation of opportunities for international communication in non-academic activities, tolerant interaction between students and teachers, rapid integration of foreign students and teachers into the student and academic environment of the Academy;
- Validation of learning outcomes, with mandatory assessment of the formed competences using internationally tested indicators;
- revision of requirements for obtaining international certificates, bachelor's, master's and doctoral degrees, as well as a full doctorate.

3. The international dimension of the Academy's policies on academic staff:

- the scale, nature and level of international cooperation of the Academy;
- compliance with international criteria for the achieved level of career development of research and teaching staff;
- evaluation of grant and publication activity of research and teaching staff;
- conducting joint international research, which should result in the identification of scientific and commercial effect;
- participation of employees in international conferences and global research networks.

4. Student mobility:

- creation of conditions and provision of information and advisory support for students to study abroad and foreign students to study at the Academy;
- crediting of academic achievements obtained by students in certain programmes and disciplines while studying abroad;
- conducting academic and cultural adaptation sessions for international students, developing programmes for their integration into the academic environment;
- Identifying responsible units and individuals for academic and social support of international students.

5. Management of international cooperation:

- Implementation of the Academy's international cooperation model in its

strategy and other regulatory documents governing its activities;

- selection of the most effective organisational forms of international cooperation development;

- identification of existing and potential partners, taking into account the overall context of the country's development, its policies, priorities, structures and actions;

- determining the nature and level of centralisation/decentralisation of international cooperation management.

MAIN STAGES OF STRATEGY IMPLEMENTATION OF INTERNATIONALISATION OF THE ACADEMY'S ACTIVITIES

1. Preparatory stage (2021-2022):

- Analysis of the state of existing international relations, implementation of the strategy, plans and problems of their development;

- Assessment of the readiness of the IAPM's academic institutions, faculties, regional institutes, departments and units for its implementation;

- taking into account the criteria of national and international ratings of the Academy;

- development of universal and differentiated marketing promotion measures, including through the promotion of existing achievements;

- formation of motivation for international scientific activity, which is provided with the necessary resources and support;

2. Launch of the internationalisation strategy (2022-2023):

- Developing a long-term plan for implementing the strategy and identifying its responsible persons;

- conducting an explanatory and PR campaign on the necessity and benefits of implementing the strategy;

- agreeing on common positions with foreign partners;

- international accreditation of educational programmes and plans;

- possible amendments to the strategy;

- development of grant activities at the Academy;

- Diversification of participation of the Academy staff in global research networks and inter-university research.

3. Continuation of the internationalisation strategy (2023-2024):

- Formation of an international campus of teachers and students;

- creation of international centres of research, education and business activity;

- maximum expansion of teaching programmes in English and other foreign languages while maintaining education in Ukrainian;

- development of a multi-level model of international academic mobility of teachers and students;

- achievement of the Academy's worthy international positions in professional rankings.

4. Completion of the Internationalisation Strategy (2025-2026):

- monitoring of results;
- assessment of qualitative and quantitative indicators of the strategy implementation;
- assessment of the consequences of changes in the Institute, faculties, departments, regional institutes and structural units;
- preparation of a new strategy.

INTERNATIONALISATION OF EDUCATIONAL ACTIVITIES:

- development of joint educational programmes and teaching materials with foreign partners;
- creation of international student exchange programmes;
- development of joint international double degree programmes, as well as certification programmes for specialist training;
- accreditation of educational programmes in international and national agencies for accreditation of educational services;
- generalisation of information on opportunities for participation in international academic mobility programmes and motivation of academic staff to participate;
- regular research on the effectiveness of using the opportunities of the Academy's partnership with domestic and foreign higher education institutions, research institutions and enterprises;
- creation of international exclusive educational programmes at the Academy;
- developing a comprehensive model for organising and developing active summer schools. Holding summer schools together with partner universities with the involvement of foreign students;
- Establishing cooperation with foreign and domestic organisations that attract foreign students, in particular with the Ukrainian State Centre for International Education of the Ministry of Education and Science of Ukraine;
- use of educational opportunities provided by embassies of foreign countries;
- determining the criteria for selecting types of bachelor's and master's degree programmes provided for by the International Standard Classification of Education;
- approval of the English language of instruction of academic disciplines;
- development of educational programmes and other regulatory documents in English;
- diversification of the scope and types of services related to postgraduate education for foreign citizens in Ukraine;
- defining global and professional competences for each academic discipline;
- implementation of educational programmes that provide opportunities to obtain internationally recognised certificates;

- development of cooperation between the Academy and foreign recruitment agencies for the employment of graduates, internships for students in foreign companies and international organisations;
- expanding the practice of involving foreign teachers in the educational process at the Academy;
- ensuring access to global educational and scientific resources via the Internet by gaining access to specialised and universal foreign scientometric databases;
- concluding cooperation agreements with organisations that maintain foreign scientometric databases;
- increasing the number of educational materials in free access in English;
- development and gradual implementation of a policy of using the possibilities of distance mass open online courses in the interests of developing the competences of students, teachers and researchers of the Academy;
- expanding the verification of student works for plagiarism using the Internet;
- expanding opportunities for learning English and their practical application;
- substantiation of the policy of using foreign language teaching and methodological works in the interests of developing the competences of students, teachers and researchers of the Academy;
- providing translations of the leading works of the Academy's scientists into foreign languages;
- determining the criteria for selecting foreign scientific publications and global information networks and databases, to which the Academy subscribes;
- promotion of the use of the Yaroslav the Wise International Information and Library Centre for the study of foreign sources.

INTERNATIONALISATION OF SCIENTIFIC ACTIVITY

Intensification of international scientific activity:

- expert initiation of international research projects, including by attracting international grants for joint research;
- publication of scientific monographs, other scientific publications, scientific articles in publications, including those included in the international scientometric databases Scopus and/or Web of Science, in cooperation with foreign partners;
- introducing an award (prize, scholarship) of the Academy for the best student interdisciplinary research and participation in student international scientific events and competitions;
- creation of joint content with foreign universities training of postgraduate students in PhD programmes;
- introducing the practice of granting scholarships to foreign postgraduate and doctoral students to conduct joint research at the Academy.

Creation, participation and development of research networks:

- Holding regular international conferences, forums, thematic roundtables with the participation of foreign participants with the receipt and public presentation of practical results;
- involvement of students and postgraduates in organising and conducting international events;
- holding international, national and regional student competitions and contests of student research papers;
- development of relations with international student organisations;
- participation of the Academy and academic staff in international research and professional networks;
- transforming the Academy into a platform of interconnection between national and international research and professional networks.

INTERNATIONALISATION OF SOCIAL DEVELOPMENT

Formation and consolidation of the Academy's image as a leading regional research and education institution in the market of educational services:

- Initiating and conducting joint international research and educational projects with government agencies, foreign universities and business structures;
- enhancing research in the interests of and at the request of state and local authorities, enterprises and public organisations on issues covering international areas of their activities;
- professional development of research and teaching staff in the process of implementing their international initiatives;
- development of cooperation of the Academy with international organisations and foreign foundations;
- introducing the practice of publishing abstracts of master's theses and dissertations in English on the Academy's website;
- Formation of a portfolio of internship opportunities for foreign students at domestic enterprises, institutions and organisations.

Development of the Academy as an effective subject of educational diplomacy:

- maintaining communication with foreign graduates and citizens of Ukraine working in their speciality abroad;
- creating a portfolio of stories of graduates who have achieved international success at the Academy;
- holding days of the countries of foreign students at the Academy;
- stimulating the participation of the Academy's sports teams in international competitions;
- conducting research, educational, cultural, sports events, including with partner universities;
- promotion of the ideas of sustainable development, responsible investment and other global initiatives of the UN and other international organisations in the society.

ORGANISATIONAL AND INSTITUTIONAL SUPPORT FOR INTERNATIONALISATION

- Identification of units responsible for implementing the provisions of the internationalisation strategy;
- promoting the development of systematic quality control of education at the Academy;
- regular (annual) comprehensive research of the effectiveness and problems of the internationalisation strategy implementation;
- combining the interests and measures of implementation of the internationalisation strategy and other strategies (programmes) of the Academy's development;
- constant monitoring of the actions of the main competitors in the domestic and international market of educational services and research;
- continuous monitoring of major domestic, foreign and international publications, including ratings and reviews on the state and trends development of higher education in the world;
- development of policy and improvement of the procedure for crediting students' academic achievements gained while studying at other higher education institutions, including abroad;
- introducing the practice of preparing and publishing announcements, plans and reports on the results of the Academy's activities in Ukrainian and English;
- establishing objective requirements for the level of foreign language proficiency of employees of the Academy's departments, whose functional responsibilities include the possibility of concluding international contracts or working with foreign sources of information and developing opportunities for its improvement;
- development and implementation of language and cross-cultural competence development programmes open to all interested employees of the Academy;
- introduction of internship opportunities for academic and administrative and managerial staff of the Academy abroad;
- determining the algorithm for providing support and additional services for foreign students and teachers, as well as students and teachers of the Academy participating in international events (language, visa and transport support; accommodation; medical, social and other insurance);
- encouragement of the Academy's employees to cooperate in international projects;
- exchange of experience between the Academy's teachers and researchers implementing international projects (educational, research), including conducting trainings on participation in international grant projects;
- development and implementation of a programme to improve the living conditions of students and of students and academic staff:

- Increase the number of equipped dormitory beds available for international students;
- conducting regular (annual) surveys of the quality of living conditions of foreign students;
- determining the criteria for making decisions on the recognition, including the establishment of equivalence, of bachelor's, master's, doctoral, PhD, doctoral degrees and academic titles of associate professor, professor during enrolment and/or for the position of research or teaching staff;
- defining the criteria for acquiring/terminating the Academy's membership in international educational and scientific associations, organisations, conventions and treaties;
- development and implementation of standard contracts for the participation of students, postgraduate students, research and teaching staff in international academic mobility programmes
- international academic mobility programmes;
- introduction of a comprehensive approach to motivation, initiation, support and implementation of international research projects and new forms of international scientific cooperation;
- development of scientific and technical cooperation between the Academy and foreign business structures, including within the framework of the IAPM Science Park;
- development of scientific and technical cooperation between the Academy, foreign agencies, production and research firms and industrial enterprises;
- creation of educational and research departments with the participation or under the auspices of representatives of international organisations and enterprises;
- regular (annual) research of the problems of development of international research activities of the Academy;
- ensuring the maintenance and regular updating of the Academy's websites and academic scientific publications in English;
- gradual promotion of academic scientific publications to international and scientometric databases;
- spreading the motivation to cite the works of scientific and pedagogical of the Academy's scientific and pedagogical staff;
- developing the practice of inviting well-known foreign professors, representatives of foreign companies to hold public lectures at the the Academy;
- conducting explanatory and campaigning work on resources and opportunities for stakeholders to participate in the development of internationalisation of the Academy;
- determining the list of priority international rankings of universities in which the Academy participates;
- determining the list of priority international research and professional

networks and organisations in which the Academy participates;

- Expanding opportunities for internships abroad for scientific and teaching staff of the Academy;
- development of a model for the Academy's participation in international exhibitions, fairs, and global forums.

SYSTEM OF INDICATORS

The system of collecting and analysing internationalisation indicators is comprehensive and consists of the following databases;

- absolute indicators:
 - number of foreign students;
 - number of students who have studied abroad;
 - number of joint and double degree programmes;
 - number of students who received joint and double degrees;
 - number of students who participated in scientific and educational events abroad;
 - number of students who participated in international scientific and educational events at the Academy;
 - number of foreign lecturers and researchers;
 - number of international events held:
 - conferences
 - round tables
 - presentations;
 - seminars, master classes and workshops;
 - place of the Academy in international rankings;
 - place of the Academy in the international scientometric databases Scopus and others;
 - number of citations in the international scientometric databases Scopus and others;
 - Hirsch index (h-index) of the Academy;
 - number of publications of the Academy's employees abroad;
 - number of joint international publications;
 - number of publications of foreign authors in the Academy's publications;
 - impact factor of the Academy's scientific publications according to international scientometric databases;
 - number of programmes that have received international accreditation.

Relative indicators:

- number of students per lecturer;
- share of foreign academic staff;
- share of teachers who received their academic degree abroad;
- share of foreign students;
- share of students employed 2, 5 and 10 years after graduation in Ukraine and abroad;
- in companies engaged in foreign economic activity;

- share of disciplines taught in English;
- number of publications per academic staff member;
- share of publications with international co-authorship;
- share of income from international educational activities;
- research income per one research and teaching staff member;
- share of foreign income from research activities;
- the ratio of the number of doctoral degrees (PhDs and Doctors of Sciences) issued to the number of academic staff;
- the ratio of the number of doctoral degrees (PhDs) to bachelor's and master's degrees.

Qualitative indicators:

- level of students' proficiency in foreign languages and their use;
- degree of student satisfaction with the level of internationalisation of educational programmes;
- the degree of satisfaction of graduates with their global and professional competences;
- scoring of opportunities for internationalisation of teaching activities;
- scoring of the quality of internationalisation of research activities of the Institute, faculty, departments;
- assessment of the effectiveness of the internationalisation strategy.

STRATEGIC GOALS AND THEIR QUANTITATIVE MEASUREMENT

- to increase to 5% the share of foreign employees in the total structure of the Academy's scientific and pedagogical staff;
- increase the share of foreign students in the number of students of the Academy to 20%;
- increase the share of publications with international co-authorship by 10 times;
- increase the number of publications in international scientometric databases by 15 times;
- to ensure the growth of the Hirsch index (h-index) of the Academy to a partial index of at least 30;
- increase the share of income from international activities to 20%;
- to ensure international accreditation of programmes - at least 10 at the bachelor's and 5 at the master's level of education;
- ensure that the Academy is included in the QS World University Rankings;
- to ensure the development of the Academy's website and digital tools and its positioning in the Webometrics ranking of world's universities among the world's top 1000.

RESOURCES

- Diversification of sources of raising funds for research through the

system of grants, venture capital, charitable foundations, public, private and other sources;

- creation of an organisational, legal and financial framework for academic mobility of students, postgraduates and teachers, including with the involvement of sponsorship funds and grants;
- improving the efficiency of the use of the Academy's material and technical base by holding international events (educational, scientific, sports, cultural, etc.);
- Formation of a circle of partner organisations participating in international events;
- forming a centralised bank of information on opportunities to receive grants, scholarships and participate in international competitions, in particular the Erasmus+ and Horizon Europe programmes;
- increase the efficiency of using the Academy's web pages and media.

STRATEGY IMPLEMENTERS AND STAKEHOLDERS

The implementation of the internationalisation strategy involves the involvement of all parties, which include:

- applicants and their parents;
- Academy;
- students and their parents;
- research and teaching staff;
- ACADEMIC DEPARTMENTS
- faculties
- departments;
- subdivisions of the Academy;
- other personnel of the Academy;
- graduates;
- domestic and foreign enterprises;
- state and regional authorities;
- professional and public organisations;
- international organisations, foundations and their representative offices;
- representative offices of foreign countries in Ukraine and foreign representative offices;
- domestic and international science and technology parks and clusters;
- global research networks.

FINAL PROVISIONS

The Internationalisation Strategy of the Academy shall be approved by the Academic Council of the Academy and put into effect by the order of the Rector of the Academy.

Amendments and additions to the Internationalisation Strategy of the Academy shall be made by the Academic Council of the Academy and put into effect by the order of the Rector of the Academy.