

STRATEGIC GOAL 3

Expanding international cooperation, internationalization of educational and scientific activities, and utilizing the innovative potential of the European educational and scientific space

One of the important directions in shaping modern educational policy is the internationalization and modernization of higher education. The main objectives of this activity at UzhNU are defined in the Internationalization Strategy approved by the Academic Council of the University on May 30, 2019 (<https://www.uzhnu.edu.ua/en/infocentre/get/20139>).

International cooperation, oriented towards the modern requirements and standards of the global educational and scientific space, particularly the European Research Area (ERA), is an extremely important and priority area of work for an innovative university, guided by the trends in the modern market of educational services, technologies and developments.

Integration into the European educational and scientific space, creating conditions for international academic mobility, are the main tasks of Uzhhorod National University in the sphere of cooperation with foreign higher education institutions. The proximity of Transcarpathia to EU member countries, the established connections with the Visegrad Fund, and a number of cooperation agreements with foreign higher education institutions provide advantages for UzhNU among other universities in Ukraine.

Membership of UzhNU in international associations, clusters, and consortia such as Magna Charta Universitatum, the Danube Rectors' Conference, the European University Association, the University Cluster of the Eastern Partnership, and CS-DC UNESCO UniTwin is of great importance for further integration into the European research space.

On June 28, 2022, a cooperation agreement was signed between Uzhhorod National University and the University of Central Lancashire (United Kingdom) within the framework of the Twinning project "UK-Ukraine university twinning scheme."

In October 2022, Uzhhorod National University became one of the founding members of the Eastern Partnership University Consortium (EPUC), initiated by Charles University (Prague, Czech Republic). The Consortium includes 11 universities from EU member states and associated countries of the Eastern Partnership.

In 2022, Uzhhorod National University significantly improved its position in the University Impact Rankings and entered the top thousand universities in the world, ranking between 801-1000 and scoring 50.9 points.

In terms of sustainable development goals, Uzhhorod National University was listed among the top 20-40% of the best universities in the world. In the QS World

University Rankings: EECA, Uzhhorod National University occupies the 14th position among Ukrainian universities. It is also worth mentioning that among higher education institutions in Ukraine, Uzhhorod National University holds the 4th position in terms of the number of international students.

In 2022, a total of 91 Ukrainian higher education institutions were included in the comprehensive and widely recognized global ranking U-Multirank, providing domestic universities with an opportunity to compare their performance with international universities. Uzhhorod National University ranked 18th among the 91 Ukrainian institutions in the overall ranking table.

Despite the limitations associated with the introduction of martial law, in 2022 Uzhhorod National University continued to develop opportunities for participation in the European academic mobility support program Erasmus+.

Semester-based education for students and dual degree programs have become a regular practice. Active cooperation has continued within the framework of previously established agreements with the Pomeranian Academy in Slupsk (Poland), Pavol Jozef Šafárik University in Košice (Slovakia), the (Slovakia), and the University of Economics in Bratislava (Slovakia). Additionally, new collaborations with two foreign partners have begun.

To unite the efforts of graduates from all generations for the development of the university and to enhance its prestige as a leading world-class educational institution, the International Alumni Association of Uzhhorod National University was created and is actively working. The Association's activities create a dialectical synergy with the acceleration of the social implementation of the university's European integration progress. Separate branches of this non-governmental organization play an important role, operating in Israel, the United States, Japan, as well as neighboring EU countries such as Hungary, Slovakia, Poland, and Romania. These branches of the Association are headed by former graduates of Uzhhorod National University who are renowned scholars far beyond Ukraine's borders.

An important component of implementing the principles of internationalization in higher education is the education of foreign students. Over the past years, Uzhhorod National University has enrolled up to 2,000 international students, including students from Asia. Instruction is conducted in Ukrainian and English languages.

Considering the crisis in the higher education system and the challenges to national security as a result of Russia's invasion and war against Ukraine, as well as significant migration and demographic processes, there is an urgent need for the modernization of higher education.

The Strategic Development Plan of Uzhhorod National University for 2023-2032 should envisage the implementation of a conceptual model for expanding the interna-

tionalization of educational and scientific activities based on effective international cooperation with leading universities from European Union countries and the world.

The basic principles of conceptual model of international activity are:

- introduction of quality assurance mechanism for higher education to create the necessary mutual harmonization of evaluation studies towards integration into the European Higher Education Area;
- coordination of the National Qualifications Framework of Qualifications Framework European Higher Education for academic and professional mobility and lifelong learning;
- cooperation with the European network of national information centers on academic mobility and recognition;
- implementation of the international market of scientific, technical, technological and other developments UzhNU sale of patents and licenses; fund raising international funds, institutions and civil society organizations for scientific, educational and other programs;
- providing measures for the development and strengthening of mutually beneficial international cooperation in higher education and science under bilateral and multilateral agreements;
- achieving international quality standards in the field of research and training programs and mobility of students, involvement of the teaching staff of the international scientific and educational process;
- introduction and implementation of joint degree programs as an effective means of improving the competitiveness UzhNU the educational market;
- development of international activities as a means of improving the quality of university education, strengthening its educational role;
- participation in the formulation of goals, objectives and principles of entering university in international educational and scientific network and increase the international prestige UzhNU.

Innovative development of Uzhhorod National University in international cooperation foresees:

- effective use of favorable conditions for international cooperation thanks to the geographical location of Transcarpathia, which connects Ukraine with the European Union;
- ensure effective cooperation with foreign partner universities based on bilateral agreements with a view to expanding areas of wider involvement of teachers, researchers, doctoral students and post-graduate university to joint international research projects with universities Visegrad countries;

- provision of services related to higher and postgraduate education for foreign students in UzhNU;
- efficiency of the technologies of intensive study of foreign languages for students and teachers;
- use of the potential of the International Consortium of universities to participate in international projects and programs in cooperation with foreign partner universities, including the creation of joint scientific and educational structural units;
- implementation of double degree programs;
- active use of links with alumni and staff UzhNU working in foreign universities for joint research activities and participation in international projects;
- participation in programs of bilateral and multilateral intergovernmental and inter-university exchange students, graduate students, doctoral students, teaching, research and teaching and research staff;
- joint publishing and development of teaching methods in the context of the new generation of the Law of Ukraine "On Higher Education";
- educational travel abroad, and researchers naukovopedahohichnyh for educational, scientific, educational and scientific work in accordance with international agreements of Ukraine, as well as agreements between UzhNU and foreign partners;
- enable self-study of foreign languages, introducing language training for teachers and university employees;
- participate in the implementation of the joint work in international graduate programs UzhNU dual leadership, creating together with international partner universities defending dissertations for certain specialties;
- constant increase in international grants various orientation (scientific, E-learning, social, humanitarian, educational, organizational, etc.), including individual, through agreements with foreign universities, programs to promote mobility of teachers, researchers, organizing training at university partners, especially high-rating.

Activation of the process of integration into the European educational and scientific space is possible due to:

- ✓ improve the content and quality of educational programs through the implementation of advanced learning and teaching and educational technology, copyright courses and master classes in the teaching of all subjects of the curriculum;
- ✓ development of joint PhD programs PhD with foreign partner schools and training foreign students in UzhNU;

- ✓ financial and organizational support for annual training of scientific and pedagogical workers, doctoral students and students in leading foreign educational and research centers;
- ✓ invite young and promising scientists to lecture promising and problematic areas of science;
- ✓ involvement publications University publications of foreign authors – leading professionals with high levels of international scientometric data- bases;
- ✓ entry in the international scientific and information and communication space to engage in scientific work of scientists and researchers from other countries;
- ✓ ensuring the introduction of foreign schools and scientific experience of advanced international partner university in the educational process involving the potential and opportunities of the International Consortium of universities;
- ✓ creation of international research teams for joint research on fundamental and applied problems, preparation and publication of joint books and textbooks.

Further implementation of an innovative conceptual model of internationalization of educational and scientific activities and the development of international cooperation at Uzhhorod National University for the period of 2023-2032 is possible through:

- Ensuring the effectiveness of fulfilling agreements with foreign higher education institutions and research institutes.
- Developing interactions with international networks, organizations, and foundations, as well as international scholarship programs.
- Implementing active engagement in strategic international alliances, consortia, and joining new international educational and research networks.
- Strengthening the university's reputation in the field of scientific research by increasing the number of publications by faculty and staff in reputable international journals.
- Developing measures to promote educational services abroad, intensifying efforts to expand the number of international symposiums, conferences and seminars conducted by Uzhhorod National University abroad and participating in international exhibitions and education fairs.
- Conducting continuous monitoring of the regulatory requirements of international and national rankings to shape new tactical goals for internationalization in response to emerging societal challenges.
- Systematically initiating and supporting academic mobility of students (and graduates) through information dissemination, organizing individual study

- schedules, credit recognition, improving mechanisms for joint degree programs, international programs, and programs conducted in foreign languages.
- Implementing information, organizational, educational and technical support systems within the university for students, graduates and young researchers who aspire to implement innovative ideas with the efficient application of modern IT technologies, contributing to the development of economic thinking, communication and leadership skills, management abilities and business activities.
 - Applying a motivation system for employees to submit project proposals and participate in international projects and programs. Defining a list of priority research areas for project proposals. Ensuring the effective utilization of funds won from international grant funds.
 - Stimulating the participation of structural units in the internationalization process and motivating departments and employees to engage in international activities such as submitting applications, establishing partnerships, participating in academic mobility and conducting rankings of faculty based on international activity.
 - Expanding and enhancing the provision of English-language educational programs, courses, and educational-methodical complexes for students (and graduates) who will study at Uzhhorod National University under the Erasmus+ program.
 - Continuously conducting language retraining for faculty and administrative staff, implementing a motivation system for academic and administrative staff proficient in foreign languages.
 - Implementing a developed system for assessing the language proficiency level of students and academic staff who are heading for internships.
 - Continuing the testing of Ukrainian and foreign languages (English, German, French, Spanish, Romanian, Polish, Hungarian, Czech, Slovak) proficiency.
 - Involving foreign experts in conducting academic classes and research work, attending professional development courses at Uzhhorod National University.
 - Improving the infrastructure conditions of Uzhhorod National University for the reception of foreign students and faculty (including for exchange programs).
 - Ensuring the high quality of education programs for international students, including the "Ukrainian as a Foreign Language" program.
 - Increasing the effectiveness of the departments responsible for coordinating and monitoring internationalization activities, collecting and analyzing reports and materials from staff, other units, and external partners.

- **Annual evaluation of the grant and publication activities of faculty members**, their participation in international conferences and global research networks.
- Publishing monographs, scientific papers and other scientific publications jointly with foreign partners, including those included in international scientific databases such as Web of Science and Scopus.

Indicators of success in implementing innovations in the field of international cooperation at UzhNU:

- Rational utilization of the regional specificity of Transcarpathia and the advantages of its geographical location.
- University rankings and the Hirsh index in scientific databases.
- The number of publications by faculty members of the university in international scientific databases.
- The number of international partners with whom cooperation has been established and the status of cooperation agreements implementation.
- The number of foreign citizens receiving higher education at the university.
- The number of students participating in international academic mobility programs.
- The number of faculty members participating in international academic mobility programs, including those implemented at Uzhhorod National University, from leading EU countries.
- The number of international conferences, round tables, seminars, workshops and other educational and scientific events organized.