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INTERNATIONALIZATION STRATEGY
of Petro Mohyla Black Sea National University
for 2024-2029
General Provisions

The internationalization of higher education is becoming an integral part of national strategies for the development of education systems in the era of globalization. The internationalization of higher education institutions is a purposeful direction of developing both the global higher education system as a whole and each university individually.

Internationalization of higher education is the process of integrating a university into the international educational and scientific space by introducing international and intercultural aspects in all its activities.

Petro Mohyla Black Sea National University is the only classical university in the south of Ukraine that combines Western educational technologies with national traditions. The university proves its strong commitment to internationalization activities by strengthening cooperation with partner universities and improving the university's educational standards. Not only does the university regularly support international research activities, but also the mobility of foreign university programs among students, staff and teachers, which is an essential way of implementing the university's educational activities. During the long struggle of Ukraine for independence, national identity and heroic resistance to aggression, an important field of activity of the Petro Mohyla Black Sea National University is the deepening of international cooperation for the formation of professional staff capable of acting in the conditions of martial law and post-war reconstruction of Ukraine.

The internationalization strategy of the Petro Mohyla Black Sea National University is based on the conceptual foundations of the public policy on foreign policy priorities, under the Statute of the Petro Mohyla Black Sea National University, the Strategic Development Plan of the Petro Mohyla Black Sea National University until 2024, based on the provisions of the national legislation in the field of education. The strategy is an integral part of Petro Mohyla Black Sea National University, which ensures the competitiveness of the educational institution in the world's educational and scientific activities.

The university is recognized and respected abroad. It has joined the Bologna and Talloire Declarations and is a full member of the world's most prestigious educational

organizations – the American Council on Education and the European University Association. An application for membership of the Eurasian University Association has also been submitted.

Every year the university is recognized as the best university in the Mykolaiv region according to the UNESCO international ranking Top-200 Ukraine. In recent years, according to the results of international recognition, the university has been ranked in the top 20 of the 200 best in Ukraine, beating many of the "grandees" of Ukrainian higher education.

The university is the absolute leader in the number of academic exchange programs in which our students and academic staff participate. Many of them have received diplomas from the best universities in the USA, Germany, France and Norway, and have completed internships at prestigious universities around the world. Fifteen scholars and teachers of Petro Mohyla Black Sea National University have received diplomas and medals from Phi Beta Delta Honor Society for International Scholars, USA.

The university is licensed to educate foreign students and trains future professionals from Azerbaijan, Armenia, Georgia, Israel, Italy, Kazakhstan, Canada, China, Colombia, Latvia, Moldova, Turkmenistan, Turkey and Uzbekistan.

Every year, foreign lecturers from around the world give lectures and conduct seminars at our university. Over the years, more than 100 lecturers from Australia, the UK, China, Spain, Italy, Lithuania, Germany, Norway, South Korea, Poland, Romania, the USA, France, Switzerland, Sweden, and Japan have visited the institution. Also, well-known foreign diplomats, scientists, and politicians are invited. Among others, we should highlight the visits to the university and meetings with students of the ambassadors extraordinary and plenipotentiary of Bulgaria, the UK, Germany, Norway, Poland, France, Switzerland and the USA.

Among the promising projects is the creation of the Confucius Institute within the university in cooperation with Chinese colleagues. The international academic cooperation of our university with China has more positive dynamics every year.

Petro Mohyla Black Sea National University attracts more and more students from other countries. The number of foreigners applying to our university is constantly growing. The most popular fields of study among foreign students are medicine, ecology, computer science, management, economics, and finance.

University's Achievements in the field of internationalization

- ***Implementation of academic mobility programs.*** PMBSNU has 128 signed bilateral agreements on international cooperation with foreign institutions, 13 signed agreements with higher education institutions of Italy, Spain, Norway, Germany, Turkey, Bulgaria, Serbia, and the Slovak Republic under the Erasmus+ academic mobility program. The university is a participant in the DAAD program, including academic exchanges with German universities. The university actively participates in the Twinning program Unity Initiative in cooperation with the University of Swansea in the UK. On an ongoing basis, students carry out academic exchanges with zero grants at universities in Poland: Pomeranian Academy (Slupsk), Adam Mickiewicz University (Poznan), Jan Dlugosz University in Czestochowa (Czestochowa).

- ***Participation in international projects.*** The Petro Mohyla Black Sea National University is the executor and the coordinator of the EU Erasmus+ KA2 SVNE project. All projects implemented at the university have long-term prospects and contribute to improving the quality of educational services. They include:
 - EU projects under the Erasmus+ program KA2 "Capacity Building in Higher Education": DEFER "Distance Education for Future: best EU practices in response to the requests of modern higher education seekers and labour market", coordinated by Petro Mohyla Black Sea National University, and PROMENT "Promoting professional education and student engagement through comprehensive mentoring and tutoring system at HEIs", where the PMBSNU is a co-executor;
 - EU projects under the Erasmus+ Jean Monnet Activities: EVADEM, ESEDEP, EACS, EPP modules; as well as the European Green Dimensions Chair;
 - EU project Erasmus+ Aliot "Internet of Things: Emerging Curriculum for Industry and Human Applications";
 - EU Tempus Cabriolet project "Model-oriented approach and Intelligent Knowledge-Based System for Evolvable Academia-Industry Cooperation in Electronics and Computer Engineering";
 - Visegrad Fund Project "Democracy in Transition";
 - DAAD Project "Political Mechanism Providing Green Economy in Germany. German experience for Ukraine";
 - Ostpartnerschaft Program DAAD project "Design and implementation of a mobile robot with controlled electromagnetic wheel-movers for automating tool movement on inclined and vertical ferromagnetic surfaces";
 - Ukraine-Norway Project, with the financial support of the Ministry of Foreign Affairs of the Kingdom of Norway and under the guidance of the International Charitable Foundation "International Social Adaptation Fund".
- ***Education of foreign students.*** Foreign students from the following countries studied at the Petro Mohyla Black Sea National University: Azerbaijan; Armenia; Georgia; Egypt; Israel; India; Italy; Kenya; China; Nigeria; Pakistan; Palestine; Republic of Moldova; Tanzania; Turkmenistan; Turkey; and Uzbekistan. The Study Abroad Aide ranking is a testament to the favourable conditions for international students. Best Value Rankings for International Students 2023, according to which the university has the best position among Mykolaiv universities and ranks 66th among Ukrainian universities.
- ***Participation of foreign professors.*** Over the past 10 years, the university has been visited by more than 100 foreign teachers from Australia, the UK, Spain, Italy, Lithuania, Germany, Norway, South Korea, Poland, Romania, France, Switzerland, Sweden, and Japan, including 15 Fulbright professors from the USA. The University is one of the leaders among Ukrainian universities in terms of the number of foreign lecturers invited.
- ***International certification exams and in-depth study of foreign languages.*** The educational policy of the PMBSNU provides for the study of foreign languages,

including English, German, French, Spanish, Polish, Bulgarian, Korean, Chinese, Japanese, and Hebrew. The university can conduct the State Certification Exam in Polish and the ECL International English Language Test.

- ***Establishment of the Ukrainian-Polish Institute*** to facilitate the implementation and development of research, educational, and cultural programs in cooperation between the Petro Mohyla Black Sea National University and scientific, cultural, educational institutions, establishments, public associations, and other institutions of the Republic of Poland.

Our partnership programs and institutions

<i>International funds and organizations</i>	<i>Academic mobility program</i>
<p>British Council (the UK); Fulbright Program, Clinton Global Initiative University, Open Society Institute, Peace Corps, ACCELS, ALDEC, IREX (the USA); Phi Beta Delta Honor Society for International Scholars American Council on Education (ACE), Civic Educational Project CEP, Talloires Network of Engaged Universities (the USA); Goethe-Institut, Konrad-Adenauer-Stiftung, Robert Bosch Stiftung (Germany); Alliance Française Association, Français à domicile programme (France); International School of Social Work (IASSW); Fellowship Program in Poland (Poland); Romualdo Del Bianco Foundation (Italy); German Academic Exchange Service DAAD (Germany); Polish National Agency for Academic Exchange NAWA (Poland); Twinning program Unity Initiative (the UK) Maritime Studies program, Quota programme (Norway); National ERASMUS+ office in Ukraine; The Magna Charta Universitatum (Great Charter of Universities) (Italy); Dialektik International Education Society (Turkey).</p>	<p>Erasmus+ (University of Nis (Serbia), Nord University (Norway), Technical University of Gabrovo (Bulgaria), University of Economics (Bulgaria), Higher School of Economics and Management (Slovak Republic), University of Palermo (Italy), University of Ca' Foscari (Italy), Saarland University (Germany), Brandenburg University of Technology Cottbus-Senftenberg (Germany), University of Cádiz (Spain), Eskisehir Technical University (Turkey), Jan Dlugosz University in Czestochowa (Poland)); DAAD (Saarland University, Germany); Twinning – Unity Initiative; "Global Undergraduate Exchange Programme (Global UGRAD) (Swansea University, the UK); Zero-grant exchange program (Pomeranian Academy (Slupsk, Poland), Adam Mickiewicz University (Poznan, Poland), Jan Dlugosz Academy in Czestochowa (Czestochowa, Poland); Double Diploma Program (Higher School of Economics and Management in Bratislava (Slovak Republic), Pomeranian Academy in Slupsk (Poland); Summer schools program under the project "UNIWERSYTET JUTRA II - POWR.03.05.00-00-Z303/18" (Adam Mickiewicz University (Poland);</p>
<i>Partner higher education institutions</i>	

<p>Swansea University (the UK), Saarland University (Germany), Brandenburg University of Technology Cottbus-Senftenberg (Germany), the University of Ca' Foscari (Italy), the University of Palermo (Italy), Rey Juan Carlos University (Spain), University of Cádiz (Spain), Eskisehir Technical University (Turkey), Adam Mickiewicz University (Poland), Pomeranian Academy in Slupsk (Poland), Kazimierz Wielki University (Poland), South East Scientific Institute (Poland), Rzeszow University of Technology (Poland), Stord Haugesund University College (Norway), Kirklaröl State University (Turkey)</p>	<p>University of La Sabana (Colombia), National University of Quilmes (Argentina), The Alexander Dubček University of Trenčín (Slovak Republic), University for Foreigners (Perugia, Italy), Richland College (the UK), Humber College Institute of Technology & Advanced Learning (Canada), University of Georgia (Georgia), Batumi Shota Rustaveli State University (Georgia), Dezhou University (China), University College Plymouth St Mark and St John (the UK), Nord University (Norway).</p>
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Fundamental principles of internationalization

- *compliance with international law* – adherence to the general provisions and principles of international law; fulfillment of obligations under international treaties; carrying out activities within the framework of the current legislation of Ukraine and existing international agreements.
- *multiculturalism* – formation of the university community on the basis of cultural diversity, respect for representatives of other religions and nationalities, race, their traditions, beliefs, and opinions; elimination of discrimination and intolerance towards minorities;
- *mutual respect* – tolerant attitude to human virtue, acceptance and understanding of the rich diversity of cultures, forms of expression and ways of manifesting human individuality;
- *adaptability* – timely response to current challenges and changes in the international community, changes in the priorities of Ukraine's foreign policy, amendments to national legislation for the implementation of effective and innovative practices in educational and research activities;
- *democracy* – implementation of international activities with the participation and in the interests of the academic staff, university staff, and students, embodying the ideals of freedom, justice, equality, and transparency;
- *humanism* – recognition of human life, dignity, and independence as the highest value. The protection of rights and freedoms, the promotion of legitimate interests of Ukrainian citizens abroad is a priority in the implementation of its activities;

Vision

Petro Mohyla Black Sea National University is becoming a center of cultural, educational, and scientific activity in the South of Ukraine. Highly qualified personnel are trained through a modern scientific and educational base engaging the latest

technologies. The university conducts effective scientific and technical research. It has increased the patenting of scientific inventions. The university has advanced material and technical support, and a developed management system based on advanced computer technologies. The educational institution is widely integrated into the world's scientific and educational space and is a reliable partner in the development of the educational dimension at the international level. PMBSNU cooperates with a wide range of foreign partners and is involved in various international projects. The university is a leading higher education institution in Ukraine among foreign applicants.

Purpose and objectives

The purpose of the Internationalization Strategy is to establish, expand and deepen international cooperation and partnership in the fields of education and research, to improve the image and competitiveness of the University.

Petro Mohyla Black Sea National University pays great attention to developing and strengthening international relations. The university's development plans have goals related to a responsive approach to overcoming the challenges in the educational system in Ukraine related to the Russian aggression against our country.

In its research work, Petro Mohyla Black Sea National University understands the role and complexity of global trends and tries to introduce the latest teaching methods into the educational process. The university has proven its great potential in conducting research projects with the participation of the EU and Ukraine. By stimulating the production, social and human potential of the region, the University contributes to the all-Ukrainian sustainable development in various fields.

The Strategic Development Concept of Petro Mohyla Black Sea National University envisages the use of the coastal territory of Mykolaiv for the expansion of its industrial, cultural and social infrastructure. By focusing on the priority areas of possible cooperation, the University has the opportunity to train future specialists in those areas that are highly valuable in the process of post-war reconstruction and development of the city. Cooperation with Ukrainian and foreign institutions helps to bring Petro Mohyla Black Sea National University closer to European research standards, experience and improved subject teaching programs. The flows of student and faculty mobility allow us to bring new educational technologies and principles of university education to our institution and to spread our vision and principles around the world.

Assignments

Taking into account the martial law, as well as geographical, social and economic, demographic, and environmental features of the Southern region of Ukraine, the priority areas of international activity and tasks of implementing the internationalization strategy are as follows:

- development of international cooperation with leading institutions, institutions in the field of education, science, culture and sports;
- implementation of international grant projects under the European Union's Erasmus+ education program, etc;

- cooperation with foreign universities on academic mobility programs for students, staff, and academic staff;
- implementation of double degree and semester internship programs for students;
- providing conditions for engaging foreign employees of partner universities and increasing the number of foreign students of the University at all levels;
- expanding the geographical priorities of the University's international partnership;
- promotion and distribution of the University's educational and scientific achievements and experience gained during the Russian-Ukrainian war. Dissemination of the results of cooperation in the field of international activities of the University during this time;
- attracting international support for the restoration and development of the University in the post-war period;
- creation of joint scientific, cultural, and educational products as a result of cooperation with foreign colleagues of higher education institutions;
- providing conditions for in-depth study of foreign languages, introducing progressive and effective products to improve foreign language skills as part of educational programs for higher education students, as well as optional classes for lecturers, staff, and students. Involvement of foreign partners to diversify the language environment, to develop foreign language study programs, and to organize unique language centers;
- promoting the creation of Ukrainian language study programs at foreign universities with the involvement of the University's academic staff;
- participation of the University in international exhibitions, forums, summits, conferences, cultural and sporting events, and coverage of the institution's activities in the information environment. Promoting the image and creating a brand of the institution that will increase the recognition of the University;
- attracting funds from foreign contributors for the implementation of ideas, projects, research, experiments, and practices of the University;
- support for employment and future opportunities for students;
- expanding real cooperation with international organizations and embassies.

Organizational and institutional support for the implementation of the Strategy

Organizational and institutional support for the University's internationalization should be systematic, and balanced and cover different levels of interaction between structural units.

At the *department level*, such activities include

- establishing academic partnerships with related departments of partner universities;
- development and implementation of joint programs, plans, organizational activities, etc;
- improving the content of international academic mobility programs for students, postgraduates, research and teaching staff;
- inviting well-known foreign professors, practitioners, young scientists, and representatives of international companies to give public lectures at the University;

- proactive support for those academic staff of the University who have the status of visiting professors and implement their projects in foreign universities;
- exchange of experience in organizing research activities of a departmental unit with a partner university;
- launching and/or expanding the number of English-language programs and the number of students enrolled in them;
- improving the quality of teaching through the implementation of progressive ideas of foreign experience;
- focusing the department's grant activity on relevant areas of modern research;
- increasing the international publication activity of the department;
- facilitating the acquisition of membership of the department's staff in international professional unions, associations, educational and research networks.

At the level of the *faculty/educational and research institute*, these are:

- establishing inter-faculty relations with international partners of the University and establishing cooperation with similar units of foreign higher education institutions in the areas of organizing the educational process, student activity and extracurricular activities;
- exchange of experience between academic staff and researchers of the University implementing international projects (educational, research), including training on participation in international grant projects;
- optimization of the procedure for crediting academic achievements of higher education students obtained while studying at other higher education institutions, including abroad;
- coordination of the educational process together with the Department of International Relations and other departments of the University to create appropriate conditions for foreign and Ukrainian higher education students studying abroad;
- promoting the creation of a friendly atmosphere for foreign students and their active involvement in all activities implemented by the faculty;
- establishing systematic requirements for the level of English proficiency of departmental staff to ensure the possibility of international cooperation, teaching disciplines in a foreign language, and working with foreign sources of information;
- promoting the development of opportunities to improve language competence;
- active participation of the University's faculties together with its departments and structural units in the accreditation of joint educational programs with international partners;
- organizational and PR support to increase the number of English-language programs; participation in joint events to recruit foreign applicants to study at the faculties.

At the level of *administrative and other structural units*, these are:

- implementation of best practices in international education management at leading universities and optimization of the system of interstructural relations;
- expanding additional opportunities for internships for academic, teaching and administrative staff of the University abroad through the use of appropriate

funds, initiatives of foreign partners, personal funds or a hybrid combination of various financial resources;

- continuous monitoring of major national, foreign and international publications, including rankings and analytical reviews on the state and trends of higher education in the world to further apply progressive ideas of foreign experience;
- promotion of university English-language scientific publications to international scientometric databases;
- improving the level of English language proficiency of persons involved in the organization of work with foreign higher education students; coverage of this type of activity on the University's website;
- providing systematic support for international higher education students in the process of their academic and extracurricular activities in Ukraine.
- At the level of the *University's top management*, these are:
- harmonization of the mission, goals and objectives of the Internationalization Strategy with other University strategies;
- defending the interests of the University abroad at the scientific, educational, corporate, humanitarian and other levels. Involvement of the organizational resources of domestic embassies, consulates, Ukrainian diasporas, public organizations, branches of enterprises, organizations and institutions for this purpose;
- establishing algorithms for acquiring/terminating the University's membership in international educational and scientific associations, international organizations, conventions and treaties, including bilateral and multilateral relations;
- optimization of the procedure for concluding agreements (memoranda) on cooperation with foreign higher education institutions, taking into account the significance, reliability, prospects and possibility of diversifying existing and future forms of cooperation of mutual interest;
- involvement of stakeholders, public organizations of foreign partners, honorary doctors of the University and other interested persons and individual institutions for further improvement of the Internationalization Strategy;
- development of mechanisms and tools for the University's participation in international exhibitions, fairs, global forums and other forms of communication to develop cooperation and recruitment of undergraduate and postgraduate students;
- substantiation, creation and coordination of remote (outside Ukraine) models of scientific and educational activity of the University (branches, international platforms, representative institutions, networks, clusters, information centers, etc.)

Final Provisions

The Internationalization Strategy of the Petro Mohyla Black Sea National University is approved by the Academic Council and confirmed by the Rector's order. Amendments and additions to the Internationalization Strategy are approved by the Academic Council of the Petro Mohyla Black Sea National University and confirmed by the order of the Rector of the Petro Mohyla Black Sea National University.