

Internationalization Strategy

for Simon Kuznets Kharkiv National University of Economics

is implemented to the Strategic Plan for the Development of Kharkiv National Economic University for the years 2013 - 2020, approved by the Staff Conference, Minutes No. 16 dated August 30, 2013 and developed in accordance with the 2020 Conceptual Development Framework for Kharkiv National University of Economics.

Main Provisions of the 2020 Conceptual Development Framework for Kharkiv National University of Economics

The mission of Simon Kuznets Kharkiv National University of Economics (hereinafter – the University) – formation of a creative, many-sided personality, a real professional for scientific and practical work in the field of socio-economic activities in order to increase the living standard and quality as well as the progressive development of the society.

The strategic aim of the University – improving the quality of specialists training to a level that will provide the opportunity to take the rightful place in the society and work successfully in their specialty in order to develop the society based on the global knowledge economy.

Sub-goals of the University development:

The first – formation of the intellectual elite of the society in the economic sphere. It can be implemented only via the involvement of the most talented and creative students, whose percentage according to the most optimistic data amounts to 10%.

The second – formation of highly qualified professionals in licensed and accredited specialties.

The third - development and maintenance of the competitive status of the University in training of competent and competitive professionals in the economic sphere.

Thus, in general terms, the main task of University management is to harmonize the influence of external processes within different time intervals with the efficient use of own resources to perform its mission and achieve its aim.

The Tasks of the University Innovative Development Management:

1. To ensure the positioning of the University in the world educational environment based on the formation of the University decent image (brand), international reputation, implementation of the European Credit Transfer and Accumulation System (ECTS), competitive advantages in the scientific field, highlighting the results of scientific and research activity in the world.
2. Education quality management based on innovation by means of creating modern conditions that will ensure modernization of the educational process and achievement of positive dynamics of the educational outcomes. Permanent quality improving in accordance with the requirements of the European Higher Education Area provided by participants of the educational process (students, postgraduate students, scientific-pedagogical and administrative personnel) provides opportunity to study, teach, practice or conduct scientific activity in another higher educational institution (scientific institution) throughout Ukraine or abroad, including programs of academic mobility.
3. Innovative educational and informational environment creation by means of implementing modern scientific, engineering and technological achievements, implementation of the competence-based approach, application of information and communication technologies, E-learning and management, pedagogic innovations development and implementation.
4. Development of resource potential (scientific, human resources, organizational, material and technical resources).

5. Formation of the University innovative corporate culture, the main features of which are the participatory basis of interaction between executives, lecturers, students and parents, focus on innovation and self-development, social support and of the educational process subjects protection.

The University development in the framework of the society based on knowledge economy must occur within a certain trajectory and its variation must be within the limits set by the principles, conceptual terms and conditions of their implementation. On the basis thereof, the following seven provisions were adopted.

Concepts of 2020 KhNUE Development Provisions:

1. The University trains specialists at four levels: bachelor degree, master degree, PhD (Candidate of Economics), Doctor of Science (Economics) – the highest academic degree.
2. The scientific research of a professor and a leading associate professor is primary to the academic process of the University.
3. While training specialists at the Bachelor and Master qualification levels, the lecturers' work must be focused on the final outcome – formation of the students' competencies, which are necessary for them being specialists in a certain field of study (specialty), specialization, specialty or Master program in accordance with the approved model.
4. The student and the lecturer are partners, who have to cooperate during the whole academic year, not only during the exam sessions, which should be provided by the appropriate structuring of academic subjects and current modular testing as well as the ability to accumulate the corresponding credits.

5. The University extensively implements individualization of learning.

6. Specialist training for the future society is based on knowledge economy and must be grounded solely on improving the quality of professionals, trained by the University, and be based on the study and implementation of the experience of the world leaders in higher economic education as well as the application of the best domestic expertise.

7. The strategy of the global economy development and its transition to the knowledge economy, and, hence, to the network form, the new knowledge synthesis dictates strengthening the role of basic specialist training.

The development concept of Simon Kuznets Kharkiv National University of Economics is grounded on the concept of economic education in Ukraine as a whole, and has a structure shown in Figure, which demonstrates the relationship of the concept elements: mission, aims, principles, conceptual provisions and conditions of their implementation, activity areas of the University in the functional context as well as specific tasks with reference to areas of work.

In terms of strategic planning of the University development, the relationship between innovative development management tasks and implementation of provisions and conditions of 2020 Conceptual Framework for the University by distinguishing the priorities of development and activity areas of the University (Table. 1).

Table 1**Correlation of Objectives and Provisions of the University Development Statute**

Task	Position number	Areas	Priorities
1	2	3	4
1. The University position support in the world educational area	1 2 6	International. Scientific. Organizational	1. University reputation and brand - image creation in the world and national educational environment. 2. The development of scientific, pedagogical and research activities of educational staff and scientific researchers of the University. 3. Competitive scientific advantages, highlighting of the University scientific and research activity in the world and national educational environment. 4. The development of international educational communications. Target-oriented and regulatory support of innovative development.
2 Innovative monitoring of educational standards quality	1 2 3 7	Academic and professional training. Methodology. Organizational. Educational	1. Educational marketing. 2. Quality of education proposals for citizens who want to have higher economic education. 3. Implementation of competency-based learning. Modernization of educational process. 4. Educational and methodological support of professional competencies. 5. Quality of education results in terms of successful learning. 6. Quality of education results in terms of high achievers and awards of students and post - graduate students. 7. Development of students' scientific research work. 8. Continuity of education. Target-oriented and regulatory support of innovative development.

1	2	3	4
3. The development of innovative - educational and information environment	5 7	Academic and professional training. Methodology	<ol style="list-style-type: none"> 1. Information management system of the University and its subsystems. 2. Information support of scientific, educational and students self - development work. 3. Publishing of methodological editions of a new generation. 4. The use of ICT in educational process. 5. The ability of additional personal training choice. Target-oriented and regulatory support of innovative development.
4.Resource potential development	1 2 5	Research. Organizational	<ol style="list-style-type: none"> 1. The development of scientific potential. Training and professional development of teaching staff. 2. The development of organization potential. 3. The development of human resources. 4. Logistical support of the educational process. 5. Financial support of the educational process. Target-oriented and regulatory support of innovative development.
5. The development of University innovative corporate culture	4 5 6	Organizational. Educational	<ol style="list-style-type: none"> 1. The development of S. Kuznets KhNUE corporate culture. 2. The development of student government. 3. The development, education and healthy lifestyle of students. 4. Social support and protection of the educational process. Target-oriented and regulatory support of innovative development

The indicators of the strategic plan are designed to observe the development of the University and its position in national and international ratings.

The 2013 – 2020 University Strategic Plan

Task 1

The University position in the educational world is based on the University deserved brand - image creation, the international reputation, realization of European credit transfer system, competitive scientific advantages, highlighting of the University scientific and research activity.

Realization of the University statute conceptual provisions

1. The first principle. University trains specialists in the following four directions: Bachelor of Science in the field of Economics, Master of Science in the field of Economics, PhD (PhD) Doctor of Philosophy in the field of Economics, Doctor of Economics – the highest academic degree.

2. The second principal. Scientific - research work of professors and associate professors is prior to teaching activity.

The priority of science is stipulated by the fact that only a teacher who carries out his own scientific work can teach students to use their intelligence to master appropriate knowledge and synthesize new one. Leading professors and associate professors do not appear spontaneously; they need to be trained out of the students, postgraduate students, department and research laboratory assistants who carry out scientific research work. The continuity of this process provides the high level of all University faculty members daily work responsibility.

6. The sixth principle. Training of future specialists which is based on economy knowledge must be provided exclusively on improving the quality of professionals, prepared by the University, and on the study and implementation of high education world and national leaders' experience.

Table 2

**Strategic Plan of the University Competitive Advantages Development
in the Global and National Educational environments**

Task 1 Implementation Priorities	Indicators of the University Positioning and Its Image Formation (II)	Conditions of Conceptual Development Framework of KhNUE number	Executive in Charge	Planned Result			
				2013 p.	2014 p.	2017 p.	2020 p.
1	2	3	4	5	6	7	8
1. Formation of the University image (brand) and international reputation in the global and national educational environment	1.1. Position of the University in international rankings:		Rector, staff				
	• in Top-1000 world Universities	-		-	-	-	Top-1000
	1.2. Position of the University in national rankings:						
	• in the III, IV accreditation level university ranking of MES of Ukraine	-		Top-6	Top-5	Top-4	Top-3
	• in "Top-200 Ukraine" III, IV accreditation university ranking, Ukraine	-		Top-50	Top-40	Top-20	Top-10
• in "Compass" higher educational institutions ranking of Ukraine	-	Top-5	Top-5	Top-3	Top-3		

Table 2 (continued)

1	2	3	4	5	6	7	8
	1.3 The intensity of image measures of KhNUE, namely: speeches, interviews on TV, meetings, round tables, etc.	2.17	Marketing and Corporate Communications Department	Monthly	Monthly	Monthly	Monthly
	1.4. Participation of the faculty in panels, committees and working groups of ministries and agencies, committees of various levels, professional public organizations, expert councils, commissions, councils etc.	2.7	On request	Constantly	Constantly	Constantly	Constantly
	1.5. Support of the University (faculty, department) site	2.3	Information Technology Center, Departments, Faculties	Constantly	Constantly	Constantly	Constantly
2. Development of the research activity of the University academic and teaching staff	2.1. The number of scientific schools	2.2	The Head of the scientific school	8	8	9	10
	2.2. The amount of budget financing of scientific and technical works in the current year (ths. UAH)	2.9, 2.15	Scientific and Research Sector	1 020.9	1 270	1 320	1 400
	2.3. The amount of domestic and foreign customers financing of scientific, technical work in the current year (ths. UAH)	2.9, 2.15	Scientific and Research Sector	400	800	850	900

Table 2 (continued)

	2.4. Implementation scientific and technical work in the practice of economic organizations and institutions (during the academic year)	2.1	Scientific and Research Sector	25	35	40	50
	2.5. Implementation of scientific, scientific-technical works in practice of educational institutions and establishments (during the academic year)	2.9	Scientific and Research Sector	7	10	15	25
	2.6. Applications for protective documents by academic and teaching staff in the reporting year	2.9	Scientific and Research Sector, departments	3	10	15	20
	2.7. Protective documents received by regular academic and teaching staff in the reporting year	2.9	Scientific and Research Sector, departments	1	3	10	15
3. Competitive advantages in science, coverage of scientific and research activity results in the domestic and world educational environment	3.1. The number of scientific publications of academic and teaching staff of the University in Scopus	2.4	Scientific and Research Sector, departments	8	10	30	40
	3.2. The amount of scientific works published in prestigious and reputable foreign editions by the University academic and teaching staff, postgraduate and doctoral students in the reporting year	2.4	Scientific and Research Sector, departments	166*	180	200	250

Table 2 (continued)

1	2	3	4	5	6	7	8
	3.3. The amount of publications (articles, abstracts) refereed in the international scientific-metric databases in the reporting year (at least 50 per year)	2.4	Scientific and Research Sector, departments	The data are not processed	200	300	350
	3.4. The amount of published monographs	2.3	Scientific and Research Sector, departments	58*	60	62	65
	3.5. The amount of international scientific conferences in higher education and science, as well as related fields of study and other areas, which are held at the University in the current academic year	2.2	Scientific and Research Sector	9	9	10	12
	3.6. The amount of Ukrainian scientific conferences in higher education and science, as well as related fields of study and other areas, which are held at the University (in the current academic year)	2.2	Scientific and Research Sector	5	6	7	8
	3.7. The amount of international exhibitions in the field of science, education and technology, which present the developments of the higher education institutions	2.2	Scientific and Research Sector, International Relations Office	9*	10	10	10

Table 2 (continued)

1	2	3	4	5	6	7	8
	3.8. The number of awards (medals, diplomas) the University received at international exhibitions in the field of science, education and technology, which represent the developments of KhNUE	2.2	Scientific and Research Sector, International Relations Office	3*	5	10	10
	3.9. The number of Ukrainian and national trade fairs, which present the developments of KhNUE	2.2	Scientific and Research Sector	37*	On KhNUE educational needs	On KhNUE educational needs	On KhNUE educational needs
	3.10. The number of awards (medals, diplomas) the university obtained at all-Ukrainian, national and industrial exhibitions, which present the developments of KhNUE	2.2	Scientific and Research Sector	7*	10	12	15
	3.11. Coverage of research results through access to KhNUE electronic archive, namely the number of published thesis abstracts, research reports, articles, students' scientific works, conference materials	2.3	Library	2 075	3 000	5 000	7 000
4. International educational communications development	4.1. The number of contracts of KhNUE membership in international educational organizations, foundations and associations	6.6	International Relations Office	18	18	20	20
	4.2. The number of cooperation agreements concluded with foreign universities in the field of science and education	2.18	International Relations Office	55	60	80	100

Table 2 (continued)

1	2	3	4	5	6	7	8
	4.3. The number of joint international programs for Bachelors, Masters and PhD students	1.5	International Relations Office	7	8	8	10
	4.4. The number of international grants, scientific, educational projects and programs, the associate contractor of which the higher educational institution is	2.18, 6.6	International Relations Office	19*	20	25	30
	4.5. The number of scientific and pedagogical staff foreign business trips for research, teaching and training purposes	6.6	International Relations Office	20*	25	30	35
	4.6. The number of graduates and students sent for the purpose of teaching and practical training within their specialty or apprenticeships to foreign companies, organizations and institutions	1.5, 6.5	International Relations Office	69*	80	90	100
	4.7. The number of foreign citizens who are acquiring higher education in KhNUE	-	Dean's Office for International Students	2 604	On KhNUE and foreign citizens educational needs	On KhNUE and foreign citizens educational needs	On KhNUE and foreign citizens educational needs
	4.8. The number of students studying in joint educational programs	1.5, 3.6	International Relations Office	95	100	150	200
	4.9. The number of foreign students from the EU studying in KhNUE	6.5	International Relations Office	72	75	100	150

End of table 2

1	2	3	4	5	6	7	8
Goal-oriented and regulatory instructional support of innovative development	The concept of strategic planning, monitoring and evaluation of KhNUE development	-	Innovational Education Technologies Center	Development, approbation	Introduction	Implementation	Implementation
	The strategy of KhNUE image formation in the national and world educational environment	-	Marketing and Corporate Communications Department	Development, approbation	Introduction	Implementation	Implementation
	Strategic program of marketing research into KhNUE educational needs and educational services	1.3	Marketing and Corporate Communications Department	Development, approbation	Introduction	Implementation	Implementation
	The program of priority directions and interdisciplinary academic institutions development	Provision 2	Scientific and Research Sector	Development, approbation	Introduction	Realization	Realization
	Provisions on the University research and economic activity	Provision 2	Scientific and Research Sector	Renewal	Application	Application	Application
	Provisions on the students' research work	2.3, 2.9, 2.10, 2.11, 2.14, 2.15, 2.18, 2.19	Scientific and Research Sector	Renewal	Application	Application	Application
	Provisions on scientific conferences in KhNUE	2.2, 2.3	Scientific and Research Sector	Development, approbation	Introduction	Application	Application
	Provisions on the electronic publications preparation procedure in KhNUE	2.13, 5.2, 5.8	Methodical Department	Development, approbation	Introduction	Application	Application

* - for Year 2012