

[]\+//*/*/ASAZAA TRAINING COURSE "MANAGEMENT OF INTERNATIONALISATION AND GERMAN-UKRAINIAN ACADEMIC COOPERATION 2022/2023"**

PROJECT CHARTER

1. University:

V.N. Karazin Kharkiv National University (KGNU)

2. Name and position of the project manager (course participant):

Natalya Oliynyk	Head of IRO
Name	Position

3. General information on the project



3.1 Title of the project (updated):

IS4Karazin

3.2. Description and scope of the project (please update if relevant):

- Short summary of the project (max. 10 lines): + 10 lines that include background and context at institutional, regional and national level as well as analysis of the current situation. Be concise and use a scale from very relevant/essential (5) to nice to have but not necessary (1)

This project aims to develop a comprehensive internationalization strategy (2025-2030) for Karazin University aligned with the university's mission, priorities and development goals. It will be managed by the International Relations Office with the support of other stakeholders: senior management, academics, researchers, students and their representatives.

At the institutional level, the project will focus on fostering internationalisation of the university curriculum, internationalisation at home and creating a more diverse and inclusive learning environment.

At the regional level, the project will contribute to fostering an internationally competitive workforce through education and training programs; providing a framework and support for regional internationalization initiatives tailored to the specific needs of Kharkiv region. Also, the project will focus on accumulating knowledge, skills and funds for the post-war reconstruction.

At the national level, the project will contribute to strengthening the position of Karazin university among other UA HEIs by enhancing its presence and visibility internationally.

3.3. Project relevance (please update if relevant):

- Why should this project take place? This section should specify the motivation or reason for your project and its relevance. Which are the benefits of this project?

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The idea of the project comes from the current need for enhancing experience and expertise in planning, maintaining and managing international activities. The goals of internationalization are embedded in the general set of 'Strategic Goals up to 2030' but there is no clearly outlined strategy for implementing them. Taking into account the current constraints caused by the war, planning international activities and their effective management becomes crucially important. This project will serve as a management tool for communicating the existing mission and goals inside the Karazin community, fostering discussions and international practice exchange between the main stakeholders. Moreover, it is expected that:

- 1) International Relations Office as well as other departments will be able to use the newly developed strategy as guidance and a useful tool to plan, implement and assess their progress in internationalization;
- 2) regular communication with the project stakeholders will raise their awareness of the reasons for internationalization, and extend their knowledge of its main concepts, principles, and current trends. Therefore, they will be better equipped to effectively contribute to strategy implementation;
- 3) the survey planned will ensure the relevance of the strategy to the stakeholders' needs and expectations and engage them into developing and planning their own international activities;
- 4) active interaction with the stakeholders at all stages will ensure their motivation and commitment to implement the strategy;
- 5) in the long run the students will be able to experience an international dimension of their majors via the enhanced curriculum, extended opportunities of academic mobility (virtual and physical);
- 6) Karazin university will make a meaningful contribution to the society by emphasizing the importance of internationalization of higher education as a global common good through knowledge creation, circulation of talent, promotion of intercultural understanding and respect.

3.4. Project goals (please update if relevant):

What are the goals/objectives of the project? Before writing the goals, please be aware that each goal should be:

- *Specific* – target a specific area for improvement.
- *Measurable* – quantify or at least suggest an indicator of progress. Which are the deliverable outputs and outcomes.
- *Assignable* – specify who will do it.
- *Realistic* – state what results can realistically be achieved, given available resources.
- *Time-related* – specify when the result(s) can be achieved. It has to be finished by the end of the training course (please, think about changes in context, challenges, etc. when setting the end of the project).

Main goal: to develop a comprehensive internationalization strategy (2025-2030) for Karazin University aligned with the university's mission, priorities and development goals.

Specific objectives: **1)** to improve the quality of the internationalization management and administrative support; **2)** to raise awareness inside the university community of the importance and benefits of internationalization; **3)** to strengthen the relationships between all the relevant stakeholders by engaging them into the strategy development and its further implementation; **4)** to increase engagement of Karazin university students and staff in international activities; **5)** to make internationalization present at all levels/areas of the university operation; **6)** to enhance the presence and visibility of Karazin university at the local and international levels.

3.5 Which are you expecting to be your deliverables (tangible results)?

- Survey on the current needs, challenges and goals (two google-form questionnaires for students and staff);
- Analytical report (includes review of KKNU's international activities and the results of the survey about needs, challenges and goals);
- Draft of the Internationalization Strategy to be discussed and approved by the end of the year (a document in UKR and ENG, by the end of August).

4. Stakeholders

Identify stakeholders (If you have already contacted any of them regarding your project ideas Explain their relevance and role in the project?

Senior administrative staff (rector, vice rectors, deans of schools, heads of departments); teaching staff and researchers, students, Students Council representative, international partners

Power	<p>1. High Power, interested people (Fully engage and keep them satisfied):</p> <p><i>Rector, Vice Rectors, Deans of Schools, IRO staff</i></p> <p><i>Stakeholders in this quadrant have significant influence and a keen interest. Close collaboration and communication are crucial with this group.</i></p>	<p>2. High Power, less interested people (Keep Informed):</p> <p><i>Scientific Council board, Heads of educational departments, staff of other administrative departments</i></p> <p><i>While influential, these stakeholders have minimal interest. Satisfy their concerns without overwhelming them with details.</i></p>
	<p>3. Low Power, interested people (Keep Informed; can often be very helpful with the detail of the project):</p> <p><i>Teaching staff, researchers, students Students Council representative, international partners</i></p> <p><i>Update these stakeholders regularly, as they are interested but lack significant influence.</i></p>	<p>4. Low Power, less interested people (Monitor):</p> <p><i>Teaching staff, researchers, students</i></p> <p><i>Minimal effort is required for stakeholders with low power and interest. Monitor them for any changes.</i></p>
Interest		

5. Resources: Budget and Cost/Benefit

- Please specify the resources that you need for the project to take place, if possible in quantitative and qualitative terms. Please be realistic.
- Specify the resources in terms of numbers (money, persons...)

	Available	Not available
Financial resources	Salary	n/a
Human resources	IRO staff, Deans of 23 Schools/institutes	n/a
IT resources	PCs/laptops, internet, printing facilities, Zoom	n/a
Marketing resources	Karazin University website, IRO webpage, university and IRO social media (Facebook accounts, Telegram chats/channels, personal LinkedIn accounts, Instagram)	Offline meetings with students
Others		

6. Challenges/ Risks

- Identify and enlist the challenges or risks that you face in the process and possible solutions/alternatives to each challenge.

Possible Risks	Likelihood	Mitigation
Management will underperform. Impact: performing project tasks may fall behind the schedule	Level: low	The project goals and results agreed and approved by the Rector. The working group includes key personnel: Vice Rector for International cooperation, the Head of IRO and the Deputy Head. Any actual variations or forecast variations will be reported to the Vice Rector and the actions agreed upon. Any poor performing schemes will be actively managed by the trainers within MoI project. The quality of project implementation is regularly evaluated.
Loss of key personnel Impact: problems with further management and solving strategic tasks of project	Level: low	The composition of the key working team members has been agreed upon, involving Vice Rector, the Head of IRO and the Deputy Head. This will provide staff resilience as the project activities are not reliant on one key member of the staff.
Further military escalation between russia and Ukraine	Level: low	In case of further military escalation between russia and Ukraine, some activities may need to be relocated online or postponed.
Due to a low response rate to	Level: medium	Increase awareness about the survey

<p>the survey the project schedule could be delayed and it will impact the data collection phase and subsequently delay the analysis and overall progress of the project</p>		<p>through multiple communication channels such as emails, social media, and newsletters will be used to reach a wider audience; Follow-up reminders emphasizing the importance of participation in a survey will be sent to prompt respondents who have not yet completed the survey; Flexibility in survey deadlines will be allowed to provide additional time for data collection.</p>
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7. Major activities: Time planning

Please fill in your time planning in 7.1 and 7.2 as much as is possible at this early stage. The more you think about your major activities, the more focused your project will become.

7.1 Milestones: Each milestone represents the end of a specifically determined time section with defined tasks. A milestone is an event of particular significance with planned project results and a planned date. They can only be passed once and are important points for evaluation and further planning.

M1: To carry out needs analysis and engage all the stakeholders

M2: To define objectives and develop a roadmap for IS

M3: To draft an internationalization strategy

7.2 Further Activities (breakdown to achieve milestones)

- Please enlist activities of the project involved with title, stakeholders, timeline for each activity and expected outcomes for the activity.

Milestone 1: to carry out needs analysis and engage all the stakeholders			
Activity (enlist the activities to reach your milestone 1). E.g. Meeting with University Board	Stakeholders involved E.g.: Deans of Schools, Student Representatives, Academic coordinators, etc.	Timeline E.g. Second Week July	Expected outcomes of this activity. E.g. To draft a joint status quo report on outbounds To set a list of goals and priorities, etc.
1.1 Meeting with University Scientific Council Board	Rector, Vice Rectors, Deans of Schools Heads of educational and administrative departments, student representatives	1 st week March	To present the project and approve the working group
1.2 News on the launch of the project placed on the university website and social networks	Students Teaching staff Researchers	2 nd week March	to inform Karazin community of the project's goals and expected results; to highlight the project's importance and engage stakeholders
1.3 Development of the survey	International Office, Center for Social and Humanitarian	3 rd week of	to outline the main areas of interest according to the

	Studies of Karazin University	May	project's goals and expected results
1.4 Survey on the current needs, challenges and goals (2 google-form questionnaire developed for staff and students)	Rector, Vice Rectors, Deans of Schools Heads of educational and administrative departments Teaching staff Researchers Students	4th week of June <i>survey completed</i>	To get a list of needs, challenges and goals/priorities from the project's stakeholders
1.5 Staff meetings offline and on Zoom	Rector, Vice Rectors, Deans of Schools Heads of educational and administrative departments	4th week March <i>became regular (every 2nd Thursday)</i>	to present the survey results and draft a joint status quo report on KKNU's internationalisation needs, priorities and goals
Milestone 2: to define objectives and develop a roadmap for IS			
Activity (enlist the activities to reach your milestone 2).	Stakeholders involved	Timeline	Expected outcomes of this activity.
2.1 Analytical report on the university status quo in international activities	International Office, Center for Social and Humanitarian Studies of Karazin University	3 rd week of July	to analyze and assess the status quo of the university international activities; to share the survey results. Report on Internationalisation Survey, 6 pp., UKR, ENG.
2.2 Brainstorming sessions	Deans of Schools Heads of educational and administrative departments; Student representatives	June and July	to draft a list of priorities and goals aligned with the survey results
2.3 Peer-review	Rector, Vice Rectors, Deans of Schools Heads of educational and administrative departments; Student representatives	4 th week of July	to share the draft of priorities and goals for a peer review and approval; draft of priorities and goals approved
Activity - Milestone 3: to draft an internationalization strategy			
3.1 Brainstorming sessions	Rector, Vice Rectors, Deans of Schools Heads of educational and administrative departments	1 st week of August	to develop the draft of internationalization strategy
3.2 Peer review	Rector, Vice Rectors, Deans of Schools Heads of educational and administrative departments <i>(including international partners)</i>	2 nd week of August	to share the draft of internationalization strategy with all the stakeholders for a peer review
3.3 Peer review results	All the stakeholders	4 th week of August	To share the peer review results and make necessary amendments

3.4 Presentation of the 2 nd draft of the internationalization strategy	Rector, Vice Rectors, Deans of Schools Heads of educational and administrative departments Teaching staff Researchers Student representatives	1 st week of September	To share the updated draft of IS with the main stakeholders
3.5 Stakeholders' feedback	All the stakeholders (<i>including international partners</i>)	1 st week of September	to collect the stakeholders' feedback
3.6 Stakeholders' feedback results	All the stakeholders	1 st week October	to analyze the stakeholders' feedback and update the 2 nd draft
3.7 News on the project progress with the stakeholders' feedback	All the stakeholders	2 nd week October	to share the project results via the university website and social networks
3.8 Meeting of the Scientific Council of Karazin University	Scientific Council Board and all the stakeholders	November	to present the 3 rd draft of the IS and approve it

8. Evaluation and Monitoring

8.1 Formulate the evaluation criteria and mechanisms to support the project success

To ensure success in developing and implementing the University Internationalization Strategy, we will evaluate the project based on three main criteria: cost, time, and quality – known as the 'iron triangle.' Each criterion contributes to assessing the project's overall performance. These criteria include:

- Resource adequacy
- Stakeholder engagement and alignment
- Strategic clarity and vision
- Continuous project improvement

8.1.1 Criteria: Appropriate allocation of financial, human, technological resources.

Mechanism: Regular reviews of the staff engagement at all levels and infrastructure allocated to ensure effective resource management.

8.1.2 Criteria: Degree of involvement and alignment of key stakeholders (faculty, staff, students, administrators, external partners).

Mechanism: Regular stakeholder meetings, surveys, focus groups, and feedback sessions to gather input and ensure stakeholders' full support.

8.1.3 Criteria: Clarity of the internationalization goals and alignment with the university's overall mission and strategic objectives.

Mechanism: Development of a clear and concise strategic plan with specific, measurable, achievable, relevant, and time-bound (SMART) goals.

8.1.4 Criteria: Ongoing assessment, evaluation, and continuous improvement of the project outcomes.

Mechanism: Regular peer reviews and feedback collection to inform the management and monitor the progress.

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8.2 List out the unexpected outcomes of the project which were revealed during the evaluation

There can be positive and negative outcomes.

On the positive side, prioritizing internationalization in the university setting led to a more inclusive environment, improved communication structures, and heightened awareness and knowledge about the significance of global perspectives in education and research:

- 8.2.1 Both *horizontal* and *vertical communication* were enhanced.
- 8.2.2 A focus on internationalization raised awareness among university members about its importance in the globalized world. Active engagements into the discussions on the development of the strategy extended their knowledge about internationalization, its concepts and tools. They got better equipped and motivated to actively contribute to the development and implementation of effective internationalization strategy.

On the negative side, there was potential stakeholders' resistance to change and low engagement which led to the unexpected delays in survey and feedbacks on the drafts of internationalization strategy:

- 8.2.3 Unanticipated resistance or acceptance of the strategy goals based on cultural or societal factors (language barrier, work overload, lack of time, life security issues caused by the ongoing war).

9. Outlook and Sustainability

9.1 Roadmap for the further development of the project

- 9.1.1 Approval of the final draft of the IS by the decision of the Scientific Council Board by the end of 2024;
- 9.1.2 Approval of the Action plan aligned with the goals of IS;
- 9.1.3 Establish key performance indicators (KPIs) to measure the success of the internationalization strategy, regularly monitor and evaluate the progress, making adjustments as needed.
- 9.1.4 Develop and implement training programs to enhance the international competency of faculty and staff;
- 9.1.5 Provide language support services for international students and faculty by offering language courses and cultural orientation programs;
- 9.1.6 Foster a culture of continuous improvement and innovation.

- The mechanism (including personnel and budget) for the follow-up of the project

The mechanism for the follow-up of the project will be included into the daily operations of the main stakeholders: senior management, IRO, Scientific Council board, other educational and administrative departments, students, academics and researchers. It will consist of the following components:

Communication tools managed by IRO: regular IRO staff meetings are scheduled to review the progress, and address any challenges; a plan for regular communication with all stakeholders is approved annually to inform and coordinate the progress via the main information channels (Karazin University website, IRO webpage, university and IRO social media (Facebook accounts, Telegram chats/channels, personal LinkedIn accounts, Instagram);



Assessment Tools managed by IRO: Key Performance Indicators (KPIs) need to be defined and regularly assessed to measure the success/track the progress of internationalization process and identify the areas that may need adjustments; the personnel have the relevant KPIs in their contracts;

Reporting system managed by IRO: annual plan aligned with the goals of the internationalization strategy, interim and annual reports will be the main monitoring tools;

Personnel Training and Development managed by IRO and other stakeholders: training and development needs will be determined to introduce regular training sessions for academics and researchers, e.g. on the development of digital competences, on grant writing, informative sessions on the opportunities of academic mobility programmes, etc. Language support services are offered on a regular basis: language courses (School of Foreign Languages) and Pearson Language Test (IRO).

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