1. **University**: Lviv Polytechnic National University (LPNU)
2. **Your position/unit**: Vice-Rector of Education and International Relations
3. **Final Project Title**: Creating a Strategy of Internationalisation of Lviv Polytechnic National University for 2021-2025

4. **Project Goal(s) and SMART Objective(s)**: Main goals of the project are to:
   - clarify mission of internationalisation of LPNU;
   - perform a SWOT analysis and identify LPNU’s strategic positioning;
   - formulate a strategic plan of internationalisation of LPNU for 2021-2025.

5. **Deliverables**: Please list the deliverables of your project matching your goals
   1. **Mission of internationalisation**: to promote the free circulation of persons (students, teachers, staff) and ideas for the dissemination of knowledge for the qualitative growth of personality and sustainable development of the university;
   2. **SWOT Analysis matrix** for assessing Strengths, Weaknesses, Opportunities, and Threats of LPNU’s performance in a competitive local and global marketplace; LPNU’s positioning ranking and map for the universities, which were included in the research.
   3. **Strategic Plan of Internationalisation of LPNU for 2021-2025** - the document in which ‘Key areas and components of internationalisation from A to G’ are revealed. They are:
      - A ‘Internationalisation of educational processes’;
      - B ‘Internationalisation of diplomas’;
      - C ‘Export of educational services for foreign citizens’;
      - D ‘Internationalisation of scientific and innovative activities’;
      - E ‘Support of international activity of Lviv Polytechnic’;
      - F ‘Information presence of Lviv Polytechnic in the international space’;
      - G ‘International cultural cooperation and community social engagement’.

This document was created in the frame of The “Lviv Polytechnic – 2025” Development Strategy” [https://lpnu.ua/sites/default/files/2020/pages/2316/strategy2025.pdf](https://lpnu.ua/sites/default/files/2020/pages/2316/strategy2025.pdf)

6. **Challenges and Support.** What were the main challenges of the project and how did you manage to overcome them?

<table>
<thead>
<tr>
<th>Main challenges</th>
<th>Ways to overcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing challenges</td>
<td>• diversification of the portfolio of countries and educational programmes;</td>
</tr>
<tr>
<td></td>
<td>• clear forecasting global trends and clarifying needs of students, teachers,</td>
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<td></td>
<td>researchers and staff;</td>
</tr>
<tr>
<td>Financial challenges</td>
<td>• diversification of the sources of funds;</td>
</tr>
<tr>
<td>Organisational challenges</td>
<td>• uniting followers among researchers, staff, and students into a team to reach the objectives and tasks;</td>
</tr>
<tr>
<td></td>
<td>• creating tension with units and constructive use of incentive systems;</td>
</tr>
<tr>
<td></td>
<td>• creating a list of indicators covering all factors that can contribute and can measure the internationalisation actions and outcomes of LPNU (Indicators for Mapping and Profiling Internationalisation).</td>
</tr>
</tbody>
</table>

Various types of resources were involved during the project implementation, namely: Financial, Human, Marketing, IT- resources: and intangible resources.
7. **Lessons Learnt**: What are your lessons learnt and recommendations you would like to share?

**My lessons learnt are the following:**
1. Strategy of internationalisation is an important document not only for authorities but also for academic and non-academic departments.
2. It is worth developing a strategy that will consist of two parts: a shorter version of the document will be posted on the site for external use, and an extended version - for internal use.
3. Work on the strategy of internationalisation is a unifying factor for all departments involved in the processes of internationalisation of education, science, innovation, social work and culture, and sports.

**My Recommendations are to:**
1. be more specific and narrow in setting project goals and objectives.
2. try to choose a project topic that you are familiar with and in which you have competencies.
3. try to choose a topic that relates to your work and your responsibilities and authority at work.
4. the strategic plan is not a dogma, but a tool for improving the university.
5. try to unite followers among researchers, staff, and students into a team to reach the objectives and tasks.

8. **Impact**: Please describe how your project contributed to/ advanced the specific aspect of the internationalisation at your university.

- work on the strategy integrated the efforts of all non-academic departments to achieve the effect of synergy;
- since the beginning of the project, the university has improved its position in the world and national rankings;
- for academic units the components and content of internationalisation processes of the university have become clearer.

9. **Outlook and Sustainability**: What happens to the project after the end of the course

We expect the following key outcomes:
- enhancing the quality of education (components A-C);
- enhancing the quality of research and innovation activities (components D);
- well-preparing students for life and work in an intercultural and globalising world (components A-D);
- enhancing the international reputation and visibility of the unit (components E, F);
- providing service to society and community social engagement (components D,G).

Roadmap for the further development of the project till 2025:

<table>
<thead>
<tr>
<th>Planned dates till 2025</th>
<th>Activity for the further development of the project</th>
<th>Key outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annually until 30th of November</td>
<td>Creating the implementation plan to execute the strategy for next year</td>
<td>Draft of Implementation plans</td>
</tr>
<tr>
<td>Annually until 25th of December</td>
<td>Approval of the implementation plans by the Academic Council of Institutes (17)</td>
<td>Implementation plans</td>
</tr>
<tr>
<td>Annually until 31st of January</td>
<td>Annual KPI Reporting of the heads of the educational and scientific departments</td>
<td>KPI Reporting of every department</td>
</tr>
<tr>
<td>Annually until 28th of February</td>
<td>Forming plans of Key Performance Indicators (KPI) for educational and scientific departments (107) for the next year</td>
<td>KPI Plans for every department</td>
</tr>
</tbody>
</table>