

FINAL PROJECT CHARTER

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 internationalization of LPNU;
 - perform a SWOT Analysis and identify LPNU’ 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 internationalization:** 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 market place; **LPNU’ 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 internationalization from A to G*” are revealed. They are:
 - A “Internationalization of educational processes”;
 - B “Internationalization of diplomas”;
 - C “Export of educational services for foreign citizens”;
 - D “Internationalization 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 on the frame of The “Lviv Polytechnic – 2025” Development Strategy” <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?

| Main challenges | Ways to overcome |
|---------------------------|---|
| Marketing challenges | <ul style="list-style-type: none"> • diversification of the portfolio of countries and Educational Programmes; • clear forecasting global trends and clarifying needs of students, teachers, researchers and staff; |
| Financial challenges | <ul style="list-style-type: none"> • diversification of the sources of funds; |
| Organisational challenges | <ul style="list-style-type: none"> • uniting followers among researchers, staff, and students into a team to reach the objective and tasks; • creating tension with units and constructive using of incentive systems; • creating a list of indicators covering all factors that can contribute and can measure the internationalization actions and outcomes of LPNU (Indicators for Mapping and Profiling Internationalisation). |

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 Internationalization 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 internationalization is a unifying factor for all departments involved in the processes of internationalization 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 objective and tasks.

8. Impact: Please describe how your project contributed to/ advanced the specific aspect of the internationalization 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 internationalization 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 globalizing 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:

| Planned dates till 2025 | Activity for the further development of the project | the key outcomes |
|---|--|------------------------------------|
| Annually until 30th of November | Creating of the implementation plan to execute the strategy for next year | Draft of Implementation plans |
| Annually until 25 th of December | Approval of the Implementation plans by the Academic Council of Institutes (17) | Implementation plans |
| Annually until 31th of January | Annual KPI Reporting of the Chiefs of the Educational and Scientific Departments | KPI Reporting of every departments |
| Annually until 28th of February | Forming plans of Key Performance Indicators (KPI) for Educational and Scientific Departments (107) for the next year | KPI Plans for every departments |