

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 internationalisation 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 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' 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>

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 objectives and tasks; • creating tension with units and constructive use of incentive systems; • 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).

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:

Planned dates till 2025	Activity for the further development of the project	Key outcomes
Annually until 30 th of November	Creating 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 31 st of January	Annual KPI Reporting of the heads of the educational and scientific departments	KPI Reporting of every department
Annually until 28 th of February	Forming plans of Key Performance Indicators (KPI) for educational and scientific departments (107) for the next year	KPI Plans for every department