

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

NATIONAL UNIVERSITY OF WATER AND
ENVIRONMENTAL ENGINEERING

APPROVED

Minutes of the Academic Council
of the NUWEE

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Chairman of the Academic Council
of the NUWEE

_____ Viktor Moshynskyi

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Internationalization strategy

NATIONAL UNIVERSITY OF WATER AND
ENVIRONMENTAL ENGINEERING
FOR THE PERIOD UNTIL 2030

PREAMBLE

Internationalization of higher education is a key driver of the sustainable development of modern universities, their competitiveness in the global educational and scientific space and integration into the world's academic and innovation ecosystems. For the National University of Water and Environmental Engineering (NUWEE), the Internationalization Strategy until 2030 defines development priorities aligned with European values, digital transformation, Ukraine's reconstruction, and the strengthening of the University's role as a leading centre of knowledge, innovation, and societal development.

In the face of global challenges, including those caused by the war against Ukraine, the transformation of the security system and the tasks of post-war recovery, universities receive a new mission. Drawing on many years of participation in international educational and research projects, as well as cooperation with leading universities in Europe, North America, and other regions, NUWEE consistently forms an inclusive and innovative educational environment open to students, faculty, and researchers from both Ukraine and abroad. The development of NUWEE's Internationalization Strategy until 2030 reflects the University's commitment to:

- developing educational and research solutions that meet the needs of society, business, and the state for sustainable development;
- promoting academic mobility, international research collaborations and knowledge transfer;
- strengthening institutional capacity in the field of global partnership activities;
- integrating innovative approaches to education, including COIL, Blended Intensive Programmes and digital campuses, etc.

The University views internationalization not only as a tool for academic growth, but also as an important contribution to rebuilding human capital, fostering a democratic and innovative society, and enhancing Ukraine's role in the global scientific and educational community. The Strategy is aligned with the European Education Area, the UN Sustainable Development Goals, and the national priorities of Ukraine's integration into the European Union.

GENERAL PROVISIONS

NUWEE is transitioning from “project-based internationalization” to the internationalization of the entire ecosystem: education, research, governance, and the third mission. The Strategy responds to the challenges of full-scale war and the tasks of Ukraine's post-war recovery, integrating hybrid mobility, security protocols, crisis management, digital transformation, inclusion, and ethical standards of cooperation. For 2025–2030, four strategic objectives and operational outcomes are defined, complemented by clear KPIs and an implementation roadmap.

Mission of the National University of Water and Environmental Engineering (hereinafter – the University) is as follows: “Generation of an intellectual elite within an innovation-driven environment”.

The University, as a system, influences both internal and external environments, shaping and integrating them into a single ecosystem – an environment of innovation, international cooperation, and social responsibility. It acts proactively

rather than adapting to the existing situation. Only within such an ecosystem is the generation of an intellectual elite possible. Under conditions of war and national reconstruction, the University becomes a leading centre for training a new generation of specialists capable of innovation, addressing global challenges, and ensuring the recovery and sustainable development of the country.

University Vision is: “The University is the ground for intelligence, driver of a harmonious, safe, and innovative society.” We aim to be a modern centre of knowledge, innovation, and social cohesion that influences the development of the region, country, and world through high-quality education, scientific discoveries, partnerships, and societal engagement.

The strategic goal of the University:

Ensuring sustainable development, international integration and enhanced competitiveness of the University by:

- formation of an open, inclusive and internationalized educational and scientific environment;
- strengthening partnerships with foreign universities, businesses, public authorities and civil society;
- active participation in the reconstruction processes of Ukraine after the war;
- improving the quality of education and research in accordance with European and global standards.

The implementation of strategic directions should ensure the constitutional rights of citizens to high-quality higher education, protect the interests of all subjects of the national education system, transform the University into a modern scientific and educational centre that shapes an innovation ecosystem, supplies specialists and ideas for business, and accelerates the modernization of the city, region, and country.

The essence of the University's Internationalization Strategy

"The Internationalization Strategy of the National University of Water and Environmental Engineering for the period until 2030" was developed to increase the efficiency of the work of the University's structural units in the field of international cooperation, and is the basis for current and long-term planning of international cooperation, implementation of relevant policies, and resolution of organizational, financial, and personnel issues of managing the university's international activities.

The internationalization strategy shapes a new culture of university activity, in which international cooperation is considered not as a separate direction, but as an integral part of the work of every unit. The strategy seeks to enhance the university's global competitiveness, bolster its international reputation, and strengthen its financial autonomy. Its ultimate objective is to cultivate highly qualified “global graduates” who are equipped to operate effectively in contexts of intercultural engagement and to respond adeptly to global challenges.

The strategy is an integral part of the "Development Strategy of the National University of Water and Environmental Engineering" and is based on:

- Statute of the National University of Water and Environmental Engineering;

- mission, vision, values, and strategic directions of the university's development for 2020–2025;
- national legislation in the field of education and science;
- Resolution of the Cabinet of Ministers of Ukraine dated August 12, 2015 No. 579 “On Approval of the Regulations on the Procedure for Implementing the Right to Academic Mobility” as amended by the Resolution of the CMU dated May 13, 2022;
- Regulations on the procedure for exercising the right to international academic mobility at the National University of Water and Environmental Engineering (enacted by order of the rector of the National University of Water Management and Environmental Management dated December 30, 2022 No. 625);
- internal regulations and local documents of the university, developed in accordance with the foundations of state policy and priorities of Ukraine's foreign policy activities;
- aligned with the Standards and Recommendations for Quality Assurance in the European Higher Education Area (Standards and Guidelines for Quality Assurance in the European Higher Education Area).

The Internationalization Strategy establishes the overarching goal, strategic objectives, core tasks, guiding principles, and operational frameworks for the organization and implementation of the university's international activities during the 2025–2030 period.

The goal of the University's internationalization

The goal of the NUWEE internationalization is to establish a sustainable system of international cooperation encompassing education, research, innovation, and social engagement.

Internationalization is aimed at (**strategic goals**):

- deepening partnerships with leading universities, research centres, businesses, and civil society worldwide;
- integration into the European and global educational and research space through academic mobility, joint programs and research, virtual laboratories, and digitalization;
- preparing specialists and leaders for Ukraine's reconstruction who are capable of working in international and multicultural environments;
- enhancing the competitiveness and international standing of the University on the basis of quality, innovation, and social responsibility;
- establishing the University's reputation as a competitive, modern, autonomous academic and research centre that actively contributes to the development of the region and the country;
- creating a favourable environment for international cooperation through digitalization, internationalization of educational programs and development of multilingualism;
- systematic implementation of the tools of the European Higher Education Area in the educational process of the University;

- expanding English-taught study programmes and further developing the practice of teaching in English;
- strengthening the University's research potential and ensuring the international competitiveness of its research outputs;
- entering the global market of innovative technologies and scientific and technical products, and expanding opportunities for commercialization of research developments;
- development of culture, sports and social responsibility as part of the university's third mission, active participation in international cultural, educational and sports projects ;
- introducing best global practices and standards in education and science, adapted to the Ukrainian context;
- contributing to Ukraine's reconstruction through international cooperation, including the implementation of joint projects in infrastructure, energy, water security, environmental protection, urban development, and societal resilience.

Internationalization thus becomes a tool not only for the development of the University, but also for strengthening the role of Ukraine in the global academic and innovation landscape, contributing to modernization, sustainable development, and the consolidation of peace.

University internationalization tasks

The Internationalization Strategy of the National University of Water and Environmental Engineering for the Period until 2030, within the scope of the previously defined strategic objectives, is based on accomplishing the following strategic tasks:

- expanding the University's engagement within influential international organizations, European and global university alliances and associations, projects, and programmes, as well as establishing joint centres and platforms with universities and international institutions;
- academic mobility and international experience, which involves the development of physical, blended and virtual mobility for students, teachers and researchers; the creation of a transparent and flexible mobility system that promotes accessibility and involvement of a wider range of participants;
- diversification of cooperation, strengthening partnerships with countries of the European Union, North America, the Middle East, Asia and Africa, focusing on strategic regions important for the reconstruction of Ukraine and the development of innovations;
- internationally oriented educational programs: implementation of joint educational programs (double degrees, joint bachelor's, master's and PhD programs), integration of foreign certification standards, expansion of English-language and multilingual courses (online and offline);
- enhancing the quality and competitiveness of graduate preparation by training professionals capable of working in a global environment, implementation of international training standards, development of critical and creative thinking, increasing the role of practice-oriented and dual training;

- attracting international faculty and researchers to strengthen human capital with global expertise, developing visiting professor programmes, and increasing the number of international students and trainees;
- advancing research and knowledge transfer by establishing international research groups and laboratories focused on sustainable development, climate and water challenges, digital innovations, and security technologies; and expanding the export of consulting and research services to international partners;
- expanding the university's international outreach through the export of its educational programs, innovative technologies, and scientific and technical outputs to global markets;
- integrating the University's third mission through the development of international volunteering, cultural and sports initiatives, and promoting social cohesion, democratic values, and sustainable societal development;
- contribution to the reconstruction of Ukraine through internationalization by implementing joint educational and scientific projects aimed at restoring infrastructure, energy, water systems, the environment, and regional development;
- fostering research activities, particularly in the field of water management, and exporting consulting and other services to international partners and organizations.

Principles of internationalization

The internationalization of the University is grounded in the following key principles:

- democracy, transparency, and legality;
- humanism and respect for human rights;
- open attitude towards other cultures;
- crisis resilience and security;
- partnership and mutually beneficial cooperation, with a focus on long-term alliances with universities, businesses, communities, and international organizations aimed at strengthening educational and research capacity;
- sustainable development and social responsibility, integration of international activities in solving global challenges (environmental security, climate change, infrastructure reconstruction, and innovative development);
- academic freedom;
- ethical conduct and responsibility;
- equality and diversity;
- transparency, openness and quality;
- community safety and well-being.

Core Dimensions of the University's Internationalization Strategy

The implementation of the "Internationalization Strategy of the National University of Water and Environmental Engineering for the Period up to 2030" requires a comprehensive approach and development across interconnected dimensions:

1. Internationalization of educational activities;
2. Internationalization of research activities and knowledge and technology transfer;
3. “Internationalization at home”;
4. Internationalization of the university’s socio-cultural environment.

The realization of the above dimensions is facilitated through a comprehensive set of measures, including:

1. INTERNATIONALIZATION OF EDUCATIONAL ACTIVITIES

1.1. Enhancing the International Dimension of Learning, Student Experience, and Academic Programs:

- development of joint educational programs, courses and teaching materials in collaboration with foreign partner universities;
- implementation of international quality standards in education, including proficiency in foreign languages and understanding of current regional issues and global challenges within the context of the disciplines taught;
- incorporation of an international dimension in the design of educational programs, and adaptation of teaching to foster international competence in the training of specialists;
- implementation of "Double Degree" programs with foreign higher education institutions at the bachelor’s and master’s degrees;
- development of educational programs and other instructional and methodological documentation in English;
- improvement of procedures for recognizing periods of study and internships completed abroad;
- involving international experts in the process of licensing and accreditation of educational programs, and the establishment of a system for assessing the quality of the educational environment;
- accreditation of educational programs with international and national agencies for educational quality assurance;
- expanding the involvement of foreign faculty in the educational process at the University;
- adoption of educational technologies and teaching methods that have been positively proven in the world;
- development and phased implementation of a policy for using the opportunities of distance massive open online courses to enhance the competencies of students, faculty, and researchers;
- use of widely recognized foreign-language teaching and methodological resources to support the development of competencies among students, academic staff, and researchers;
- Micro -credentials and interoperability: development of English/bilingual modules; catalogue of micro-credentials (ECTS, digital badges);
- quality and integrity: increasing the number of courses with an academic integrity module; external reviews of English-language syllabi, etc.;

- inclusion and security: policies to support IDPs/veterans/persons with disabilities and special needs, etc.

1.2. International student and teaching mobility:

- regularly update and disseminate information on academic mobility opportunities via the Centre for International Cooperation and Education (CICE) and actively encourage student and faculty participation;
- monitor and evaluate the effectiveness of partnerships with domestic and international universities, research institutions, and enterprises;
- expand study, internship, and exchange opportunities through international collaborations;
- facilitate student internships at foreign enterprises across diverse economic sectors;
- promote participation of students, postgraduate students, and faculty in international educational, research, and scholarship programs;
- develop hybrid mobility formats, including COIL and BIP courses and programs;
- organize language immersion programs and summer schools abroad for students and academic staff;
- enhance staff development, targeting 70% of academic personnel with English proficiency at B2+ level;
- support student participation in international competitions, Olympiads, and research challenges, including those funded by global foundations;
- provide systematic informational support on current international educational and research programs;
- implement measures to improve foreign language proficiency among students, postgraduate students, and faculty to enable effective engagement in international academic and research activities.

1.3. Export of educational services:

- adaptation of the marketing strategy for promoting educational services on the international market, taking into account current needs and trends;
- formation of an information and advertising package in foreign languages, publication of booklets and reference materials, as well as placement of information on the portals of educational agencies, embassies and representative offices abroad, etc.;
- organizing the recruitment of international students to study in accredited educational programs and ensuring high quality of the educational process;
- recruitment of international students with partial cooperation with international and national organizations, in particular with the Ukrainian State Center for International Education of the Ministry of Education and Science of Ukraine;

- expanding the range of educational services, including research internships, master's internships, and full or partial bachelor's and master's courses in English;
- integration and adaptation of international students into the educational, scientific and cultural environment of Ukraine;
- maintaining ties with international graduates to promote the university and attract new students from their countries.

2. PROMOTING GLOBAL ENGAGEMENT IN RESEARCH AND KNOWLEDGE & TECHNOLOGY TRANSFER

2.1. Cooperation in the field of scientific and research work:

- joint scientific research conducted by University scholars in collaboration with colleagues from various countries;
- publications in international publications, including joint monographs and scientific articles, including in journals included in Web scientometric databases of Science and Scopus, etc.;
- promoting the involvement of foreign authors, leading experts with strong international bibliometric profiles, in publications in the University's printed publications;
- export of scientific services and implementation of scientific developments supported by international funds;
- holding international, all-Ukrainian and regional student Olympiads and competitions of student scientific works;
- organization and participation in scientific competitions, programs and Olympiads at the international, national and regional levels;
- organization and holding international conferences, symposiums, forums, round tables, etc. with the participation of foreign participants;
- active involvement of the University and its academic community in international research projects;
- promotion of the university's scientific achievements on the international stage and in global scientific media;
- international support for Ukrainian science and education;
- establishment of joint research centres for knowledge exchange, including partner laboratories and centres;
- creation of funds to support Ukrainian scientists in partnership with foreign institutions;

- development of internship programs and talent-return initiatives for Ukrainian scientists, both within Ukraine and abroad.

2.2. Increasing the efficiency of international project activities:

- intensification of communication and dissemination of information about opportunities for participation in international projects among departments and structural divisions of the university for active involvement in the preparation of project applications and the implementation of international initiatives;
- stimulating the participation of students, postgraduates, scientists and teachers in international projects, exchange programs, joint scientific, educational and cultural initiatives;
- implementation of international projects aimed at developing the infrastructure of scientific research, modernizing laboratories and providing modern conditions for experimental and applied science;
- increasing the number of grant applications to international funds and programs to finance the university's scientific and educational projects;
- development and implementation of staff training programs on effective project management, grant management, and international cooperation;
- systematic implementation of project results into the practice of university activities and educational and scientific processes, ensuring their sustainable impact on the development of the university;
- annual grant management schools and thematic trainings for university teachers, researchers, and administrative staff;
- monitoring and evaluating the effectiveness of project implementation in order to optimize resources and increase the university's competitiveness at the international level.

3. INTERNATIONALIZATION AT HOME

- creating an intercultural educational environment in the university through the integration of elements of international content into curricula, events and extracurricular activities;
- supporting the integration of international students and faculty into the social, academic and cultural life of the university;
- development of bilingual and multilingual courses (English and other languages), including hybrid and online learning formats;
- organization of intercultural events and programs: cultural festivals, days of national cultures, student exchanges, round tables, workshops, etc.;

- integration of international and intercultural competencies into the professional development of students and teachers, including training in intercultural communication;
- Facilitating “on-site” international mobility through COIL, BIP, and collaborative online projects for students and faculty unable to participate in overseas mobility;
- strengthening partnerships with foreign student organizations and public associations to create an open international socio-cultural space;
- monitoring and evaluating the effectiveness of integrating the international dimension into the educational process and extracurricular activities of the university.

3. INTERNATIONALIZATION OF THE UNIVERSITY SOCIO-CULTURAL ENVIRONMENT

3.1. Internationalization of the University’s Social and Cultural Development

- enhancing the University’s international reputation and visibility through website and social media updates, promotional materials, media outreach, and active participation in international exhibitions and events.;
- expanding the University's presence in the English-speaking segment of the Internet;
- promoting engagement with the University library and international partner institutions to facilitate the study of foreign-language sources;
- community projects: international service/educational projects (water security, energy conservation, smart city, child safety, etc.);
- development of regional/European industry alliances;
- career tracks: dual programs and internships with municipalities, critical infrastructure enterprises, business, etc.;
- establishing work with international donors.

3.2. Shaping the intercultural environment:

- fostering a tolerant and inclusive environment for representatives of diverse cultures and religions through social projects, student festivals, national culture days, and similar initiatives;
- organizing programs and activities to support the social and cultural adaptation of international students;
- engaging international students in informal and extracurricular educational activities at the University;
- enhancing and optimizing international collaboration between student governance bodies;

- strengthening partnerships with international student associations and civic organizations;
- facilitating intercultural student exchanges;
- encouraging participation in festivals, competitions, and other cultural and community events organized by foreign partner universities;
- involving international students in student governance, organizational activities, trade unions, and volunteer initiatives;
- developing University infrastructure to ensure comfortable living, learning, and recreational conditions for international students.

3.3. Cooperation in the field of sports:

- holding sports events, including with partner universities;
- enhancing the participation of students and faculty staff of the University in international sports and cultural events (interuniversity, professional competitions, etc.);
- encouraging the participation of the University sports teams in international competitions.

Organizational support for the internationalization of the University

Strategic management and coordination of management and administrative units ensure the systematic and effective internationalization of the university.

Overall responsibility for the University internationalization policy rests with the Rector. The Vice-Rector for Research and International Affairs oversees the monitoring and evaluation of internationalization processes. The Vice-Rector for Scientific, Pedagogical, and Educational Work, together with the units under his authority, is responsible for the internationalization of educational activities.

The internationalization of scientific activities is coordinated by the Vice-Rector for Research and International Affairs and the relevant structural units.

Directors of educational and scientific institutes (ESSIs) are responsible for developing and implementing internationalization strategies for their ESSs within the framework of the overall University Strategy. ESS Directors, Heads of Departments and International Coordinators are responsible for planning, implementing and reporting on international activities within their departments. Program Directors ensure the integration of the international dimension into curricula for students at all levels of education.

Indicators for assessing the implementation of the internationalization strategy:

1. Financial and resource indicators

Volume of financial revenues from state and international projects and grants supporting joint research activities.

→ *Assessment levels: university, educational and scientific institutes, departments.*

The amount of funding for research projects commissioned by foreign organizations

→ *Assessment levels: educational and scientific institutes, departments.*

Newly established elements of innovation infrastructure (such as business incubators, technology parks, and science parks) created in cooperation with foreign partners

→ *Assessment levels: university, educational and scientific institutes, departments.*

2. International mobility of students and faculty staff.

Number of international students and postgraduates

→ *Assessment levels: university, educational and scientific institutes, departments.*

Students and postgraduates who participated in international conferences, forums, Olympiads, competitions

→ *Assessment levels: departments.*

Students and postgraduates who participated in academic mobility programs abroad (study, practice, internship)

→ *Assessment levels: educational and scientific institutes.*

Scientific and pedagogical workers who were on business trips abroad (conferences, seminars, forums)

→ *Assessment levels: departments.*

Teachers and researchers who participated in academic mobility programs abroad (internships, advanced training, studies)

→ *Assessment levels: departments.*

Teachers and scientists who have carried out scientific or pedagogical activities abroad

→ *Assessment levels: departments.*

3. Collaboration and publication activity

Status of collaboration with foreign scientific and educational institutions, including the implementation of cooperation agreements.

→ *Assessment levels: university, departments.*

Number of international scientific events involving foreign researchers.

→ *Assessment levels: university, educational and scientific institutes, departments.*

Number of published scientific works abroad, including publications with impact factor and Web databases of Science and Scopus, etc.

→ *Level: departments.*

Number of scientific and pedagogical workers who published jointly with foreign authors

→ *Assessment levels: departments.*

4. Educational indicators

Number of educational programs that have received international accreditation

→ *Assessment levels: departments.*

Number of English courses, educational materials and programs

→ *Assessment levels: educational and scientific institutes.*

Number of COIL / BIP / virtual mobility / dual degrees; English-language tracks; microcredentials; summer and winter schools

→ *Assessment levels: educational and scientific institutes.*

Generalized indicators for assessing the implementation of the University internationalization strategy

- the University place in international rankings;
- TOP 200 Ukraine;
- The University ranking in major international scientometric databases (Scopus, Web of Science, Google Scholar, etc.);
- impact factor of the university scientific publications according to international scientometric databases;
- the number of citations in international scientometric databases;
- Hirsch index (h-index) of the University;
- assessment of the international activities of departments and educational and scientific institutes of the University using the method of automated assessment of international activities.

Expected results

The implementation of the Internationalization Strategy of the National University of Water and Environmental Engineering for the period up to 2030 is aimed at comprehensively enhancing the effectiveness of the University's international activities and fostering its integration into the global educational and scientific space.

Expected strategic results of the Strategy implementation:

- Strengthening the University international reputation by improving its positions in national and global rankings, as well as through participation in international associations, programmes, and projects.
- Expanding the geography and quality of international partnerships by signing cooperation agreements with leading universities and research institutions worldwide, and by increasing the effectiveness of collaboration at the level of departments, educational and research institutes, and the university as a whole.
- Enhancing the quality and competitiveness of educational programmes, particularly through the introduction of English-language tracks, double-degree programmes, and the recruitment of international students.
- Increasing international mobility of students, postgraduate students, and academic staff, as well as the university participation in joint international scientific projects and programmes.
- Boosting the visibility and impact of the university's research activities through publications in international scientometric databases, increasing citation rates, and forming a global image of a research centre.
- Developing intercultural competence among participants in the educational process and university staff to ensure effective integration into the international environment.
- Creating educational and research hubs in cooperation with international partners, aimed at supporting the development of the Rivne region and Ukraine.

- Strengthening trust in the university as a reliable partner in scientific, educational, and regional initiatives, including contributions to the country's reconstruction.

Final provisions

The internationalization strategy of the National University of Water and Environmental Engineering is approved by the Academic Council of the University and put into effect by order of the Rector.

Amendments and additions to the Internationalization Strategy of the National University of Water and Environmental Engineering are approved by the Academic Council of the University and put into effect by order of the Rector.