

**Appendix to the Order**

**Dated March 9, 2025**

**No. 26**

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**

**National University of Food Technologies**

**INTERNATIONALIZATION STRATEGY**  
of the National University of Food Technologies  
for 2025–2030

**Approved at the meeting of the  
Academic Council of NUFT**  
on February 27, 2025, Protocol No. 7

NUFT-2025

## **Internationalization Strategy**

### **National University of Food Technologies**

Internationalization of universities is one of the key aspects of developing modern education and scientific activity. For the National University of Food Technologies (NUFT), a leading institution in Ukraine in the field of food technologies, integration into the global educational and scientific space is a strategic priority to enhance competitiveness, develop partnerships, and improve the quality of education and research.

Developing an effective internationalization strategy for a Ukrainian higher education institution today requires a deep understanding of the university's current state, its strengths and weaknesses, as well as external factors, such as:

- *Global trends in higher education*: a focus on interdisciplinary research, online learning, and international accreditation.
- *Geopolitical situation*: potential limitations and opportunities related to the current regional context.
- *Competition in the international education market*: analyzing the strengths of other universities and developing a unique value proposition.
- *Labor market needs*: aligning educational programs with the current demands of employers in Ukraine and abroad.

#### **University**

#### **Profile:**

The history of our institution dates back to 1884, when it became the first technical educational institution in the Russian Empire to train chemical technicians and sugar production specialists. Over time, it has undergone several name changes: Kyiv Institute of Sugar Industry and Kyiv Institute of Sugar Technology (1930), Kyiv Chemical-Technological Institute of Food Industry (1933), Kyiv Technological Institute of Food Industry named after A.I. Mikoyan (1935), Ukrainian State University of Food Technologies (1993), and National University of Food Technologies (2002).

The National University of Food Technologies is a robust educational and scientific complex, widely recognized and highly respected not only in Ukraine but also far beyond its borders.

The university has established a comprehensive cycle of pre-university, degree-level, and postgraduate training and retraining of specialists. The complex includes 3 Research and Education Institutes, 3 Faculties, 2 Postgraduate Education Institutes, 7 branches, and 11 colleges located in various cities across Ukraine.

Our mission is to empower researchers to participate in fundamental research as a pathway to addressing major societal challenges. We believe this is best achieved within a collaborative and innovative research culture that is, importantly, part of an international network.

We promote mutual understanding between cultures and religions, striving not only to explore issues of diversity and inclusion but also to make them a real part of university life. Thus, ensuring equal access to education is of central importance to us. At the same time, we focus on how to best contribute to a sustainable future. Our researchers receive support for projects related to sustainable development, and both staff and students are committed to principles of resource conservation and sustainable use.

The university plays a vital role as a pillar supporting the core principles of a free and democratic society.

The university's history is one of remarkable achievements and undeniable successes, inspiring constructive action. Today is a time for the full realization of every individual's potential in accordance with their calling, talents, and abilities. The National University of Food Technologies provides all the conditions for such realization, with our educators nurturing society's intellectual elite. Strong scientific and pedagogical schools, highly qualified teaching staff, modernized educational infrastructure, and extensive use of cutting-edge information technologies enable the training of highly skilled professionals in high demand in the labor market, not only in Ukraine but globally.

In accordance with the Law of Ukraine "On Science and Scientific-Technical Activity," the Statute of the National University of Food Technologies, international bilateral and multilateral agreements (memoranda) on cooperation with foreign higher education institutions, partners, and other regulatory documents.

The Internationalization Strategy is a central element of the university's overall orientation and development plan. We firmly believe that internationalization significantly contributes to achieving further improvements in quality and competitiveness across all areas of NUFT's activities. Accordingly, we aim to more firmly embed internationalization within the university, setting goals in research, academic programs, teaching, and administration to be achieved by 2030.

The strategy outlines the main directions of international activities and expands and details each in accordance with NUFT's Strategic Development Plan, where international orientation is defined as the primary driver of the university's development and is reflected in all its sections.

### **Strategy Objectives**

The goal of NUFT's internationalization strategy for 2025–2030 is integration into the global educational and scientific space, the development of highly qualified personnel through student and faculty mobility, enhancement of the quality of scientific research, and expansion of global influence in the field of food technologies.

Key objectives include:

- Expanding opportunities for academic mobility for students and faculty.
- Creating and expanding international scientific partnerships.
- Attracting international students for education and research.

- Improving the quality of educational programs through international accreditations.
- Developing cultural competence and intercultural interaction.

## 1. DIRECTIONS OF INTERNATIONALIZATION

### 1.1 Development of International Academic Mobility

*Academic mobility* is the foundation of university internationalization. It not only provides students and faculty with opportunities to gain new knowledge and experience but also serves as a critical tool for enhancing the university's academic and scientific reputation.

*Student Exchanges:*

- Expanding partnerships with universities in Europe, the Americas, Asia, and other regions to facilitate student mobility. The university should create more opportunities for participation in exchange programs, including Erasmus+ (for EU students) and other international programs.
- Introducing exchanges at the master's and doctoral levels to involve students in international research.
- Raising awareness among students about opportunities to study abroad and providing advisory support for participation in such programs.

*Dual Degree Programs:*

- Developing and implementing dual degree programs with leading global universities, particularly in Europe, the USA, Canada, and Australia, to enable students to earn two diplomas.
- Identifying the most relevant fields for such programs, including food technologies, agribusiness, ecology, management, and more.

*Faculty Mobility:*

- Organizing internships, lecture courses, and scientific seminars abroad, as well as opportunities to work at partner universities.
- Enhancing faculty qualifications through participation in international conferences, professional development courses, and research projects.
- Joint research projects involving international research initiatives.

### 1.2 International Research and Innovation

To elevate the university's scientific status, active participation in international research is essential, including through international grants, scientific exchange programs, and innovative initiatives.

*Internationalization of Academic Research:*

- Attracting prominent researchers, scientists, and academics from around the world to strengthen the international dimension of the university's academic departments, making NUFT more competitive. Further goals include strategic expansion of research partnerships in the European Union and globally, as well as internationalizing career paths for graduate and doctoral students.

#### *International Research Projects:*

- Expanding NUFT's participation in international research programs such as Horizon Europe, Erasmus+, and bilateral research partnerships with universities in the EU, USA, and other countries.
- Creating joint research projects in areas such as food technologies, biotechnology, sustainable food systems, and innovations in food safety.

#### *International Research Laboratories and Innovation Centers:*

- Establishing joint laboratories with leading universities and research centers to explore cutting-edge technologies in the food industry.
- Developing innovative technologies that can be implemented in the real economy, including industrial enterprises and startups.

#### *International Scientific Publications:*

- Promoting NUFT researchers' publications in high-impact international journals. This will enhance the university's scientific reputation and ensure its participation in significant global scientific discussions.
- Organizing international conferences hosted by the university to facilitate experience exchange and collaboration with international researchers.

### **1.3 Internationalization of Educational Components, Teaching, and Research**

- Systematic internationalization of teaching and learning offerings at the university to optimally prepare students for challenges in competitive global labor markets, both in academia and the private sector.
- Developing foreign language proficiency, international and intercultural competence, and familiarity with diverse scientific approaches and methods as essential components of a broad, high-quality academic education.
- Increasing the number of bachelor's and master's courses taught exclusively in English.

One specific goal is to leverage the numerous opportunities provided by digitalization to make our educational offerings more international. Currently, our academic programs are primarily taught in Ukrainian, with English-language modules used only in exceptional cases. However, this limits our ability to prepare students for global labor markets in advance. Therefore, our goal is to increase the percentage of English-language courses offered in bachelor's and master's programs while simultaneously helping international students acquire Ukrainian language skills before and during their studies to better tailor our offerings. Attracting students from diverse countries will also create a more diverse learning environment and enhance the university's international prestige.

Developing joint educational programs with foreign partners will allow students to earn dual degrees and increase their competitiveness in the global labor market.

### **1.4 Attracting International Students**

Attracting international students is a vital component of internationalization, as it enriches the university's cultural and scientific atmosphere and provides additional funding sources.

#### *International Marketing and Recruitment:*

- Developing strategies and campaigns to attract students from various countries, including participation in international education fairs, online platforms for student recruitment, and information days in different countries.
- Creating tailored programs for students from different regions of the world.

*Support for International Students:*

- Introducing language courses for international students to facilitate adaptation to the academic process (e.g., Ukrainian or English language courses).
- Organizing cultural adaptation programs and providing social and housing services to ensure comfortable living and learning conditions for international students.

### **1.5 International Standards and Rankings**

One of the priorities of internationalization is compliance with international education quality standards, which play a critical role in ensuring high-quality education and global recognition of universities. Harmonizing educational programs involves aligning their content, structure, and learning outcomes with international standards. Adapting and harmonizing programs for international accreditation is a crucial step for universities aiming to secure a prominent position on the global stage and provide students with high-quality, competitive education.

*International Accreditation:*

- Adapting and harmonizing educational programs.
- Comparing existing university programs with international standard requirements.
- Identifying necessary changes and developing an action plan for program adaptation.
- Implementing required changes to educational programs, curricula, teaching materials, and other educational components.
- Continuously monitoring and evaluating the effectiveness of implemented changes and their compliance with international standards.
- Enhancing academic quality by aligning curricula with international standards, including updating curricula and teaching materials.

*Participation in International Rankings:*

Active participation in international educational rankings, such as QS World University Rankings and Times Higher Education, as this encourages continuous improvement in the quality of educational programs, research, and other activities, contributing to overall educational quality enhancement.

### **1.6 Membership in International Organizations**

Maintaining membership in international organizations such as IUFoST, EHEDG, EFFoST, IFA, and others is an important aspect of the university's activities aimed at supporting and developing international cooperation in food sciences and technologies. This enables NUFT to participate in international conferences, symposia, and other events, exchange experiences with leading experts, and access up-to-date information on the latest advancements in food technology.

Expanding international cooperation enhances the quality of education and research, broadens opportunities for students and faculty, and integrates the university into the global educational and scientific space. New partnerships are sought through various means, such as participation in international conferences and exhibitions, establishing contacts with representatives of other universities and organizations, and utilizing online

resources and social media. The university also actively collaborates with foreign embassies and consulates to facilitate connections with potential partners abroad. Establishing new partnerships is a critical step toward the university's internationalization, enhancing its global competitiveness and ensuring sustainable development in the future.

## **2. INFRASTRUCTURE FOR SUPPORTING INTERNATIONALIZATION**

### **2.1 International Relations Department**

- Developing the International Relations Department (IRD), which coordinates all international activities of the university, from academic mobility to international research projects, by recruiting specialists.
- Enhancing the efficiency of interactions with partner universities, international organizations, and embassies.

### **2.2 Support for Faculty and Students**

- Supporting the development of language and intercultural skills for faculty and students through training and language courses.
- Creating online platforms to integrate international students and faculty into the university's academic processes.

## **3. MECHANISMS FOR PLANNING, MONITORING AND EVALUATING STRATEGY IMPLEMENTATION**

Ensuring the strategy's objectives are met will be carried out at various management levels by relevant working and advisory bodies.

Ongoing planning will involve drafting various work plans:

- At the departmental level and the level of deputy directors (deans) of institutes (faculties), with plans approved by institute (faculty) heads.
- At the level of university-wide structural units, institutes (faculties), and vice-rectors, with plans approved by the rector.

Planning takes into account the current state of affairs, determines resource needs for implementing annual plan tasks, and establishes evaluation criteria.

Progress on strategy implementation is reported annually by relevant university officials in accordance with established procedures.

Progress measurement is based on global, European, and national benchmarks.

Regular monitoring of internationalization progress is conducted by evaluating the effectiveness of mobility programs, the number of scientific publications, grants received, international partnerships, and student and faculty exchanges.

## Faculty and Staff Participation in Internationalization Strategy Activities

No.	Activities	Responsible	Expected Outcomes
1.	Conducting seminars and training on various aspects of the university's international activities	International Relations Department	- Signing agreements with universities and academic institutions worldwide for faculty and student exchanges.   - Promoting the development and creation of English-language courses meeting global standards.
2.	<p><i>Assessing needs and opportunities:</i></p> <ul style="list-style-type: none"> <li>- <b>Analyzing student composition:</b> Evaluating the number of international students and their needs for English-language courses.</li> <li>- <b>Faculty preparation:</b> Assessing faculty English proficiency and facilitating training for those planning to teach in English.</li> </ul> <p><i>Creation of English-language courses</i></p> <ul style="list-style-type: none"> <li>• <b>Development of English-language programs:</b> Creation of new or adaptation of existing curricula for teaching core disciplines in English.</li> <li>• <b>International standards of education:</b> Take into account international academic standards when developing programs, which will allow attracting applicants from different countries.</li> </ul>	Institutes, faculties with the participation of the Department of International Relations	This will increase the international competitiveness of the university, expand opportunities for students from different countries, increase the number of foreign students, and make the educational process more accessible and modern.
3.	Formation by institutes and faculties of a portfolio of stories of graduates who have achieved international success.		
4.	Hosting cultural days for international students at the university.		
5.	Implementing HR policies to incentivize the development of communication and other competencies needed for		Introduction into the educational and scientific process of new regional, national and state policies and programs supporting academic mobility and other internationalization initiatives.

No.	Activities	Responsible	Expected Outcomes
	successful participation in international activities.		
6.	Organization of foreign language courses, presentations and master classes conducted by invited foreign experts	Department of Foreign Languages, Department of International Relations	The growth of joint or dual degree programs
7.	Carrying out international scientific internships and organizing study visits of NUFT teachers and administrative staff to foreign institutions.	Department of International Relations and University Departments	Stimulating the attraction of international students
8.	Creating international consortia with other universities and research institutions to work together on innovative projects.	Institutes and Faculties of the University, Department of International Relations	Expanding partnerships and developing international (intercultural) and global competencies
9.	Participating in international education and science exhibitions and fairs.	Department of International Relations, Department of Advertising and Exhibition Activities and Departments of the University	Annual participation in international scientific and educational events
10.	Continuously improving the International Relations Department website, maintaining it in Ukrainian and English, and supporting the university website.	Department of International Relations and University Departments	Expanding the international audience through active use of social networks, online platforms and creation of bilingual content (in Ukrainian and English).
11.	Increasing the number of international students.	Vice-Rector for Research, Department of International Relations, Preparatory Department for Foreign Citizens	Increasing the international ranking of the University due to the increase in the number of foreign students at the university

- *Effectiveness Monitoring:* Regularly evaluating the effectiveness of the university's international activities by analyzing the number of international partnerships, student and faculty mobility, scientific publications, and participation in international projects.
- *Feedback:* Collecting feedback from students, faculty, and partners for continuous improvement of the internationalization strategy.

## 4. RESOURCES AND MEASURES

**4.1 Strategy Funding:** Seeking opportunities to secure external funding through international grants, corporate partnerships, and government programs.

**4.2 Infrastructure Investments:** Upgrading and modernizing the university's infrastructure to support international projects, laboratories, and classrooms.

**4.3 Faculty Training:** Enhancing faculty professionalism through training programs, including participation in international workshops and forums.

## 5. INCLUSION AND EQUALITY IN INTERNATIONALIZATION PROCESSES

The university strives to create an inclusive environment for all members of the academic community, promoting diversity and ensuring equal access to opportunities for learning, research, and professional development. To this end:

**5.1 Inclusive Approach to Students:** The university actively supports international students from various countries by providing access to adaptation programs, language support, and cultural orientation. Internationalization programs must be accessible to students with diverse abilities, including those with disabilities. Special accommodations for individuals with disabilities include barrier-free access to classrooms, convenient study spaces, and adapted learning materials.

**5.2 Diversity in Faculty:** The university encourages the recruitment of faculty and researchers from diverse cultural and professional backgrounds to enhance the quality of education and research, fostering a more open and diverse academic culture. Faculty training for working with students with disabilities, including inclusive teaching methods and curriculum adaptation, is also a key focus.

**5.3 Special Accommodations for Individuals with Disabilities:** The university provides special accommodations for individuals with disabilities at all stages of the educational process:

- **Physical Accessibility:** Adapting university infrastructure (ramps, elevators, designated parking) for convenient access to all academic and administrative facilities.
- **Adapted Learning Materials:** Providing students with disabilities with materials in accessible formats (Braille, audio files, large fonts, subtitles).
- **Special Technical Tools:** Supplying specialized equipment for learning (computers with software for individuals with limited abilities) and supporting technical tools to enhance learning accessibility.
- **Support Throughout Learning:** Organizing individual consultations and mentorship for students with disabilities, ensuring their participation in scientific and cultural events without barriers.

**5.4 International Cooperation:** Developing partnerships with foreign universities and research institutions, with a focus on supporting programs for individuals with disabilities, creating scholarships, and mobility programs for students from low-income or vulnerable groups.

**5.5 Educational Accessibility:** All courses, seminars, and scientific events must be accessible to individuals with diverse needs, including providing materials in accessible formats (audio, text, video) and technical tools for students with physical limitations. Adapting curricula to meet the needs of students with disabilities is also essential.

**5.6 Promoting an Inclusive Culture:** Creating a supportive environment where all members of the academic community feel valued and can freely express their views while respecting diversity. Conducting training for students and staff to foster an inclusive culture and mutual respect.

**5.7 Monitoring and Evaluation:** Regularly assessing the effectiveness of inclusion programs within internationalization, including feedback from students and staff to ensure continuous improvement and adaptation to new challenges.

## 6. EXPECTED OUTCOMES

- Enhancing the university's international ranking.
- Increasing the number of international students enrolled at the university.
- Improving the quality of research through participation in international projects.
- Attracting additional financial resources through international grants, partnerships, and programs.
- Expanding international scientific and educational partnerships.
- Improving academic quality through participation in international projects, accreditations, and exchanges.

## CONCLUSION

The internationalization of NUFT for 2025–2030 is a key component of its development strategy. It will not only enhance the university's competitiveness in the global education market but also establish it as a hub for innovation in the food industry, ensuring high-quality education, research, and cultural interaction.

Internationalization is not only an integral part of modern education but also a necessary element of the university's development strategy. NUFT aims to create a modern educational and scientific environment that meets high international standards and facilitates the university's integration into the global academic and professional space.