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POLTAVA STATE MEDICAL UNIVERSITY

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**INTERNATIONALIZATION STRATEGY OF POLTAVA STATE MEDICAL
UNIVERSITY FOR 2026–2030**

POLTAVA

2026

GENERAL PROVISIONS

The Internationalization Strategy of Poltava State Medical University (hereinafter – the Strategy) for 2026–2030 is a cross-functional document that defines strategic priorities, operational objectives, implementation mechanisms, a digital monitoring system, and expected outcomes of PSMU’s deep integration into the global educational, research, innovation and clinical environment.

The Strategy has been developed in accordance with the Constitution of Ukraine, the Laws of Ukraine “On Education” and “On Higher Education”, the Strategy for the Development of Higher Education in Ukraine for 2022–2032, the Healthcare System Development Strategy until 2030, the National Strategy for Creating a Barrier-Free Environment in Ukraine until 2030, the principles of the European Higher Education Area (EHEA), the global standards of the World Federation for Medical Education (WFME), the European Research Area (ERA), the European Strategy for Universities (2022), and recommendations of the European University Association (EUA) on internationalization.

The Strategy is aimed at integrating the University into the international educational, scientific, and innovation environment through academic mobility, international scientific cooperation, digital transformation, state-of-the-art educational technologies and strengthening institutional capacity.

At the beginning of the implementation of the Strategy, PSMU has an established network of international cooperation, participates in academic mobility programs, provides education for international students, and develops international scientific collaboration. At the same time, the level of participation in international grant programs, the scale of academic mobility and the number of joint research initiatives and international educational projects require further development in line with contemporary European standards.

The Strategy is based on Ukraine’s European integration trajectory, the need to ensure the competitiveness of medical education, modernize the educational environment and strengthen international cooperation in science and healthcare in response to current global challenges. It also reflects a philosophical shift from the concept of sporadic international activities to the paradigm of “comprehensive internationalization,” whereby international, intercultural and global dimensions are integrated into the University's mission, functions and service delivery system at all levels—from academic departments to clinical training bases.

In the context of the need for post-war reconstruction of the healthcare infrastructure, internationalization serves as a critical instrument for ensuring access to advanced technologies and retaining competitive human capital.

The Strategy is aligned with the priorities of state policy in higher education and healthcare, particularly with regard to ensuring educational quality, developing human capital, advancing digital transformation, promoting academic integrity, inclusiveness, accessibility and evidence-based decision-making.

VISION

Poltava State Medical University is an internationally recognized European research-oriented medical university integrated into the European Higher Education Area and the European Research Area, providing high-quality education, innovative research, clinical excellence and contributing to public health.

MISSION

The mission of PSMU internationalization is to create conditions for integrating the University into the international educational, scientific and professional environment through academic mobility, international partnerships, intercultural dialogue, joint research and implementation of global best practices in medical education and healthcare.

DESCRIPTION OF THE PROBLEMS THAT NECESSITATED THE DEVELOPMENT OF THE STRATEGY

The current stage of development of the higher medical education system is characterized by increasing global competition among higher education institutions, the expansion of international academic cooperation, the digitalization of educational processes and the growing importance of international scientific collaboration.

Ukraine's European integration course and the ongoing development of the European Higher Education Area necessitate the adaptation of higher education institutions to contemporary international standards of educational quality, the promotion of academic mobility, and the strengthening of international partnerships.

The full-scale armed aggression of the Russian Federation against Ukraine has significantly affected the functioning of the higher education and healthcare systems, highlighting the need to further develop distance and blended learning formats, strengthen international support for educational and research activities, and establish sustainable mechanisms for international academic cooperation.

One of the key challenges remains the advancing of the digital educational and research environment, including the integration of artificial intelligence technologies, the development of data analytics systems and the implementation of advanced cybersecurity solutions.

Despite positive progress in the development of international activities, certain internationalization indicators remain below average European benchmarks. In particular, further efforts are required to strengthen mechanisms for attracting international funding, expand academic mobility opportunities for students and academic staff, broaden the English-language educational environment, and enhance the University's participation in international research consortia.

Current relevant problems also include:

- insufficient level of participation in international grant programs;
- limited integration into international research networks;
- insufficient level of foreign language proficiency;
- the need to develop cutting edge digital and research infrastructure;
- insufficient level of international visibility of the University;
- the need to improve the internal system for ensuring the quality of education.

An important direction of the University's development is participation in the post-war recovery of Ukraine's healthcare system through the training of highly qualified medical professionals, the development of international humanitarian and scientific cooperation and the implementation of the state-of-the-art technologies in the fields of rehabilitation, mental health and digital medicine.

The current state of functioning of PSMU is determined by a complex set of external and internal challenges, including:

1. Global competition and talent migration: the increasing outflow of talented students and qualified clinicians abroad, which requires the introduction of mechanisms to transform brain drain into "brain circulation" through institutional engagement with the medical diaspora.

2. Institutional consequences of the armed aggression of the Russian Federation: risks for international students, creating an urgent need to attract targeted international donor support to ensure the resilience and autonomy of campuses (shelters, energy supply).

3. Language and intercultural barriers: an insufficient proportion of academic staff with academic English proficiency at B2–C1 level, which is necessary for preparing competitive grant applications (Horizon Europe, Erasmus+).

4. Deficit of clinical internationalization: insufficient alignment of clinical training facilities' material and technical resources with Good Clinical Practice (GCP) standards, which may hinder participation in international clinical research.

5. Innovation and entrepreneurship gap: limited integration into global technology transfer ecosystems and a low number of international patents.

SWOT ANALYSIS OF THE INTERNATIONALIZATION OF POLTAVA STATE MEDICAL UNIVERSITY

SWOT MATRIX OF PSMU INTERNATIONALIZATION

	Opportunities (O)	Threats (T)
Strengths (S)	SO strategies: leveraging international accreditation, partnerships and clinical base to expand participation in Erasmus+, Horizon Europe, COST programs, international research consortia and clinical trials.	ST strategies: using international partnerships, digital technologies and the alumni network to enhance institutional resilience to wartime risks, talent migration and global academic competition.
Weaknesses (W)	WO strategies: attracting international technical assistance and support programs to develop grant acquisition capacity, English-language academic environment, digital infrastructure and international visibility of the University.	WT strategies: strengthening risk management systems, cybersecurity, staff development and diversification of funding sources to minimize the impact of external threats and internal constraints.

SWOT FACTORS OF INTERNATIONALIZATION OF PSMU

Strengths – S

S1. Availability of international accreditation of educational programs by the IAAR agency, recognized by the WFME.

S2. Experience in training international students and operating English-language degree programs.

S3. Developed clinical base and potential for participation in international clinical research and global health programs.

S4. Established network of international partnerships with higher education institutions, research organizations, medical institutions, and professional associations.

S5. Presence of highly qualified academic staff, established scientific schools, and experience in international academic cooperation.

S6. Experience in using digital educational technologies and developing international online collaboration.

Weaknesses – W

W1. Insufficient level of participation in international grant programs and projects.

W2. Insufficient number of staff with certified English language proficiency at B2–C1 level.

W3. Limited international visibility and insufficient representation in international rankings and scientific networks.

W4. Need for further innovating of digital infrastructure, data management systems, and cybersecurity.

W5. Insufficient level of integration into international research consortia, Open Science programs, and innovation ecosystems.

W6. Limited experience in technology transfer, patenting and commercialization of research outcomes.

Opportunities – O

O1. Expansion of Ukraine's participation in Erasmus+, Horizon Europe, COST, Fulbright and other international initiatives.

O2. Deepening integration into the European Higher Education Area (EHEA) and the European Research Area (ERA).

O3. Increasing international support for the development of Ukrainian education, science and healthcare systems in the context of post-war recovery.

O4. Development of digital technologies, artificial intelligence, data analytics, telemedicine and digital healthcare.

O5. Expansion of international clinical research, global health programmes, rehabilitation medicine, and mental health initiatives.

O6. Development of Open Science, international research infrastructures and scientific collaboration platforms.

O7. Engagement of the Ukrainian medical diaspora and international experts in the University's educational, scientific and clinical activities.

Threats – T

T1. Prolonged consequences of armed aggression and security risks for educational, scientific and clinical activities.

T2. Outflow of highly qualified professionals and talented youth abroad.

T3. Intensifying international competition for students, researchers, clinical staff and grant funding.

T4. Demographic decline in the potential pool of students.

T5. Cybersecurity threats, risks of data loss, and information security breaches.

T6. Possible changes in conditions of international funding and grant support.

T7. Global epidemiological, economic, and geopolitical challenges that may affect international mobility and partnerships.

Strategic conclusions of the SWOT analysis

The conducted SWOT analysis confirms that Poltava State Medical University possesses significant potential for deepening its internationalization processes and for further integration into the European Higher Education Area (EHEA) and the European Research Area (ERA).

The University's strengths include internationally accredited educational programs, experience in training international students, an established network of international partnerships, scientific schools, and a strong clinical base. These factors create favorable preconditions for expanding international educational, research and clinical activities.

At the same time, the SWOT analysis has identified internal constraints, including an insufficient level of participation in international grant funding, the need to improve foreign language proficiency, the necessity of modernizing digital and research infrastructure, and the need to strengthen the University's international visibility.

The external environment presents significant opportunities for the development of PSMU through the expansion of Ukraine's participation in Erasmus+, Horizon Europe and COST programs, the development of Open Science and digital technologies, international clinical research and international support for the post-war recovery of Ukraine's healthcare system.

However, the University also operates in a context of substantial risks associated with wartime challenges, demographic changes, international competition for human capital and research funding, cybersecurity threats, and instability in international funding mechanisms.

Taking into account the results of the SWOT analysis, the PSMU Internationalization Strategy for 2026–2030 focuses on the following priority areas:

- modernization and internationalization of the educational environment;
- integration into the global research space and development of innovation activities;
- internationalization of clinical activities and development of global health initiatives;
- digital transformation of international activities;
- development of human potential and a multicultural academic environment;
- strengthening international partnerships, cooperation with alumni, and the medical diaspora;
- enhancing the University's international presence through science diplomacy tools.

These priorities define the system of strategic goals and implementation mechanisms of the Strategy.

AIM AND GUIDING PRINCIPLES OF THE STRATEGY

The strategic aim is the comprehensive transformation of PSMU into a competitive European-level higher medical education institution, fully integrated into the international educational, scientific and clinical environment.

Guiding Principles:

1. Cross-functionality (transversality): internationalization is a decentralized process, with responsibility distributed across all faculties/institutes and clinical bases.
2. One Health concept and biopsychosocial approach: an interdisciplinary paradigm addressing human, animal, and ecosystem health.
3. Evidence-based and digital governance: use of measurable data and digital evaluation systems for decision-making regarding international agreements.
4. Student-centeredness and well-being of participants in the educational process: creation of a safe, inclusive, and supportive environment for learning, professional development, and intercultural interaction.
5. Sustainable development and social responsibility: implementation of environmental safety principles, rational resource use, and alignment with European sustainable development practices.
6. Open Science: ensuring open access to research outcomes, implementation of FAIR Data principles (Findable, Accessible, Interoperable, Reusable), promotion of open knowledge exchange, and compliance with the principles of the European Research Area (ERA).

The implementation of the Strategy also takes into account the biopsychosocial approach, which incorporates social, psychological, and cultural factors affecting the educational environment and the well-being of participants in the educational process.

The University ensures the implementation of Environmental, Social and Governance (ESG) principles in its international activities, promoting environmental responsibility, social inclusion, transparent governance and academic integrity.

Values of the University

The core values of PSMU are: human-centeredness, professionalism, academic integrity, responsibility, innovation, international cooperation, intercultural interaction, ethics, social responsibility, openness, inclusivity and the development of human potential.

STRATEGIC GOALS AND KEY DIRECTIONS FOR IMPLEMENTATION OF THE STRATEGY

Strategic Goal 1: Modernization and Globalization of the Educational Environment

Objective: to ensure the integration of international education quality standards, the development of academic mobility, and the formation of global competencies among students and academic staff through the internationalization of the educational process.

Operational Objective 1.1. Expansion of the portfolio of educational programs accredited in accordance with the standards of the World Federation for Medical Education (WFME) through recognized international accreditation agencies.

Operational Objective 1.2. Implementation of institutional “mobility windows” within curricula to enable automatic recognition and transfer of ECTS credits obtained at partner institutions.

Operational Objective 1.3. Establishment and development of an institutional “PSMU Language Center” to prepare staff for international language certification.

Operational Objective 1.4. Implementation of the Internationalization at Home concept of through the integration of international and intercultural components into the educational process, the development of virtual academic mobility, and international online collaboration.

Expected Result: ensuring access for all students to an international educational environment; development of intercultural competencies; improvement of English language proficiency among staff and students; expansion of international engagement without requiring physical mobility; increase in the number of educational components with international content; and broader opportunities for academic mobility.

Key Performance Indicators (KPIs):

No	Indicator
1	Share of educational programs accredited according to WFME standards
2	Share of academic staff with certified English language proficiency at B2–C1 level
3	Share of students participating in academic mobility programs
4	Share of academic staff participating in international mobility or training placements
5	Share of educational programs with implemented “mobility windows”

No	Indicator
6	Share of educational components incorporating international or intercultural content

Main Risks:

Insufficient level of English language proficiency among participants of the educational process.

Low level of academic mobility.

Wartime risks and security-related constraints.

Contribution to the UN Sustainable Development Goals (SDGs):

SDG 4 – Quality Education

SDG 5 – Gender Equality

SDG 17 – Partnerships for the Goals

Strategic Goal 2: Integration into the Global Research Area and Commercialization of Science

Objective: to strengthen the international scientific competitiveness of PSMU through the development of international research partnerships, attraction of grant funding and implementation of mechanisms for technology transfer and commercialization of research outcomes.

Operational Objective 2.1. Development of international research consortia in priority areas of PSMU scientific activity.

Operational Objective 2.2. Establishment of the Medical Innovation and Technology Transfer Center to support international projects, patenting activities and commercialization of research outcomes.

Operational Objective 2.3. Systematic increase in publication output in Q1/Q2 journals indexed in Scopus and Web of Science through the implementation of institutional support mechanisms for researchers.

Operational Objective 2.4. Implementation of European Research Area (ERA) principles into the research policy of PSMU.

Expected Result: growth in the number of international research projects, increased volumes of grant funding, strengthened visibility of PSMU research outputs in leading international scientometric databases, and development of the University's innovation ecosystem.

Key Performance Indicators (KPIs):

No	Indicator
1	Number of Q1–Q2 publications in international co-authorship
2	Number of international research projects and grants
3	Volume of international grant funding
4	Number of international patent applications
5	Revenue from technology transfer and commercialization activities

Main Risks:

Low activity in international grant programs.

Insufficient integration into international research networks.

Changes in international funding conditions.

Outflow of research staff.

Contribution to the UN Sustainable Development Goals (SDGs):

SDG 9 – Industry, Innovation and Infrastructure

SDG 17 – Partnerships for the Goals

Strategic Goal 3: Internationalization of the Clinical Environment and Development of Global Health

Objective: to integrate PSMU into the international clinical environment through the implementation of global standards of medical practice, the development of clinical trials and technological overhaul of clinical infrastructure.

Operational Objective 3.1. Adaptation of the infrastructure and operational procedures of University Hospitals to Good Clinical Practice (GCP) standards.

Operational Objective 3.2. Attraction of international technical assistance for technological overhaul of medical equipment at the University’s clinical bases.

Operational Objective 3.3. Implementation of international clinical guidelines and protocols (FDA, EMA) into clinical practice using a “Train-the-Trainer” model.

Operational Objective 3.4. Integration of the Planetary Health and Global Health concepts into educational programs, research activities and international partnership.

Operational Objective 3.5. Development of international programs in rehabilitation medicine, mental health, traumatology and post-war healthcare system recovery in Ukraine.

Expected Result: improved quality of clinical training, expanded participation of PSMU in international multicenter clinical trials and implementation of up-to-date evidence-based practices in healthcare delivery.

Key Performance Indicators (KPIs):

No	Indicator
1	Number of international multicenter clinical trials involving PSMU
2	Share of clinical departments adapted to Good Clinical Practice (GCP) standards
3	Share of clinical units implementing international clinical protocols

Main Risks:

Non-compliance of clinical infrastructure with international standards.

Insufficient funding for renovation of clinical departments.

Wartime risks and security constraints.

Contribution to the UN Sustainable Development Goals (SDGs):

SDG 3 – Good Health and Well-being

SDG 9 – Industry, Innovation and Infrastructure

SDG 17 – Partnerships for the Goals

Strategic Goal 4: Digitalization of International Activities and Enhancement of the University’s Global Visibility

Objective: to create the state-of-the-art digital ecosystem for managing international activities and strengthen PSMU’s international brand in the global educational and scientific market.

Operational Objective 4.1. Targeted improvement of PSMU positions in international rankings through systematic fulfillment of ranking indicators.

Operational Objective 4.2. Implementation of a digital monitoring system for international activities to manage grants and assess the effectiveness of international agreements.

Operational Objective 4.3. Development of a strong English-language digital profile of the University through enhanced international scientific presence and communication activities.

Operational Objective 4.4. Establishment of an institutional ecosystem for the use of artificial intelligence in education, research, and international activity management.

Operational Objective 4.5. Development of an institutional system for international academic security and crisis response.

Operational Objective 4.6. Development of a Data-Driven University model through the use of data analytics to support decision-making in education, research, international cooperation, and resource management.

Operational Objective 4.7. Strengthening the University’s cyber resilience in accordance with NIS2 requirements and modern European cybersecurity standards.

Expected Result: enhanced international visibility of the University, improved positions in global rankings, and the establishment of an effective digital management system for international activities.

Key Performance Indicators (KPIs):

No	Indicator
1	Position of PSMU in the <i>U-Multirank</i> ranking
2	Share of structural units connected to the digital monitoring system
3	Number of international scientific and educational events
4	Number of courses in AI in Medicine
5	Number of international AI-related projects
6	Share of staff who have completed training in the use of AI

Main Risks:

Cyber threats and information leakage.

Insufficient international visibility of the University.

Underdeveloped digital infrastructure.

Contribution to the UN Sustainable Development Goals (SDGs):

SDG 4 – Quality Education

SDG 9 – Industry, Innovation and Infrastructure

SDG 17 – Partnerships for the Goals

Strategic Goal 5: Development of International Student Environment and Development of Human Potential

Objective: to create an open multicultural academic environment conducive to international interaction, professional development and the attraction of international students.

Operational Objective 5.1. Development of a multicultural and inclusive educational environment.

Operational Objective 5.2. Development of a support system for international students.

Operational Objective 5.3. Development of human potential and a system of continuous professional development for University staff.

Operational Objective 5.4. Implementation of Equality, Diversity and Inclusion (EDI) policy.

Expected Result: formation of an open multicultural educational environment, increased international interaction, development of human potential, and strengthening of the University's institutional capacity.

Key Performance Indicators (KPIs):

No	Indicator
1	Number of international students
2	Level of satisfaction of international students
3	Share of international students covered by support programs
4	Level of satisfaction of participants in international cooperation
5	Availability of an EDI action plan
6	Share of staff who have completed EDI training
7	Level of satisfaction with the international environment

Main Risks:

Demographic decline.

Outflow of young people abroad.

Wartime risks and security restrictions for international students.

Contribution to the UN Sustainable Development Goals (SDGs):

SDG 4 – Quality Education

SDG 5 – Gender Equality

SDG 17 – Partnerships for the Goals

Strategic Goal 6: Development of International Partnerships and Cooperation with Alumni and Professional Community

Objective: to establish a sustainable international partnership network through the development of cooperation with foreign higher education institutions, research organizations, alumni and professional communities.

Operational Objective 6.1. Institutionalization of engagement with international alumni through the establishment of the PSMU International Alumni Association.

Operational Objective 6.2. Strategic involvement of the Ukrainian medical diaspora in the University's educational, research and clinical activities.

Operational Objective 6.3. Involvement of international students in student self-governance bodies to foster a multicultural academic environment.

Expected Result: formation of a sustainable network of international partnerships, enhanced cooperation with alumni, increased access to international expertise and strengthened international integration of PSMU.

Key Performance Indicators (KPIs):

No	Indicator
1	International Partnership Quality Index
2	Number of active members of the International Alumni Association

No	Indicator
3	Number of international visits by professors, researchers, and diaspora representatives
4	Share of international students involved in student self-governance

Main Risks:

Low engagement of partners.

Outflow of alumni and experts abroad.

Geopolitical restrictions on international cooperation.

Contribution to the UN Sustainable Development Goals (SDGs):

SDG 17 – Partnerships for the Goals

SDG 4 – Quality Education

Strategic Goal 7: Development of Scientific Diplomacy and PSMU Scientific Ambassadors Program

Objective: to ensure the international representation of the University through a network of scientific ambassadors, strengthen PSMU participation in global scientific networks, international professional associations and expert platforms.

Operational Objective 7.1. Establishment and development of the institutional “PSMU Scientific Ambassadors” program.

Operational Objective 7.2. Formation of an international network of PSMU representatives, including academic staff, early-career researchers, alumni and members of the Ukrainian medical diaspora.

Operational Objective 7.3. Expansion of PSMU participation in the international professional associations, editorial boards of scientific journals, expert councils, grant committees and research consortia.

Operational 7.4. Development of digital scientific diplomacy tools through international scientific platforms, professional social networks and communication channels.

Expected Result: establishment of a sustainable network of PSMU scientific ambassadors, increased international visibility of the University, expanded participation in international research projects and strengthened positioning of PSMU in the global academic and medical community.

Key Performance Indicators (KPIs):

No	Indicator
1	Number of PSMU scientific ambassadors
2	Number of international professional associations with PSMU representation
3	Number of experts, editorial and grant committees involving PSMU representatives
4	Number of international events initiated by the scientific ambassadors’ network

Main Risks:

Low motivation of participants in the ambassadors’ program.

Limited presence in international professional networks.

Insufficient international visibility of the PSMU brand.

Contribution to the UN Sustainable Development Goals (SDGs):

SDG 4 – Quality Education

STAKEHOLDERS FOR STRATEGY IMPLEMENTATION

The implementation of the Strategy involves both internal and external stakeholders, including: the Ministry of Health of Ukraine; the Ministry of Education and Science of Ukraine; international organizations; partner higher education institutions and clinical facilities; professional associations; employers; representatives of the Ukrainian and international scientific community; the Ukrainian medical diaspora; University alumni; students; student self-governance bodies; civil society institutions.

MANAGEMENT OF STRATEGY IMPLEMENTATION

The management of Strategy implementation is carried out in accordance with the distribution of functional responsibilities between the University leadership and structural units.

To ensure the implementation of the Strategy, a Coordination Council for Internationalization (hereinafter referred to as the Council) is established.

The Council includes the First Vice-Rector, Vice-Rector for Research, Vice-Rector for International Relations, Vice-Rector for Academic Affairs, Vice-Rector for Academic and Clinical Work, as well as representatives of faculties, institutes, the International Relations Office, the Educational and Methodological Quality Assurance Unit, and student self-governance bodies.

The main functions of the Council include monitoring the implementation of the Strategy, evaluating KPIs, coordinating international projects, analyzing the effectiveness of academic mobility programs, risk management, and preparing annual reports.

Council meetings are held at least once every six months.

MECHANISMS FOR STRATEGY IMPLEMENTATION

The implementation of the Strategy is ensured through:

- development of institutional capacity of structural units responsible for international activities;
- establishment of a support system for the preparation of international grant applications;
- development of academic mobility for students and staff;
- implementation of professional development programs in academic English;
- attraction of international technical assistance and grant funding;
- development of digital tools for monitoring international activities;
- expansion of the network of international partnerships and participation in international consortia;
- scaling up the COIL (Collaborative Online International Learning) virtual mobility programs, already initiated at PSMU, through the introduction of joint international team-based tasks and virtual clinical case discussions (Virtual Patient Cases);
- organization of international online conferences, online internships, and webinars with the participation of international experts for academic staff and students;
- organization of international guest lectures in an online format as an integral part of educational programs.

RISK MANAGEMENT

The implementation of the Strategy takes into account risks associated with wartime challenges, demographic changes, staff outflow, financial constraints, cybersecurity threats, and transformations in the global higher education environment.

Risk mitigation is ensured through the development of blended learning, diversification of funding sources, strengthening of digital infrastructure, enhancement of human resource capacity, and partnership-based cooperation with international institutions. The risk matrix is defined in Annex 2 to this Strategy.

Risk assessment is carried out based on the analysis of the likelihood of occurrence and the potential impact on the achievement of strategic objectives. The risk matrix is reviewed at least once a year or in the event of significant external changes.

MONITORING AND EVALUATION SYSTEM

Monitoring of the Strategy implementation is carried out on a continuous basis through the analysis of key performance indicators, assessment of the effectiveness of strategic and operational objectives, preparation of annual reports, and revision of strategic priorities. The system of key performance indicators for Strategy implementation is defined in Annex 1 to this Strategy.

Monitoring of Strategy implementation is conducted annually by the Coordination Council for Internationalization based on data provided by the University's structural units. The results of the monitoring are formalized in an annual report, which is reviewed by the Academic Council of PSMU and used to adjust the Strategy implementation measures.

COMMUNICATION AND PROMOTION OF THE STRATEGY

Communication of the Strategy is aimed at ensuring openness, transparency, and the engagement of all stakeholders in its implementation process. Information on the goals, objectives, activities, and results of Strategy implementation is disseminated on a continuous basis using modern digital and communication tools.

The Strategy and information on its implementation progress are published on the official website of Poltava State Medical University, on the University's official social media accounts, as well as through other internal and external communication channels.

In order to promote international activities and strengthen the University's positive international image, regular dissemination of results is ensured, including academic mobility outcomes, international projects, grant activities, joint research, international conferences, educational programs, and achievements of students and staff.

On an annual basis, based on the monitoring results of Strategy implementation, a public report is prepared, reviewed by the Academic Council of PSMU, and published on the official University website. The results of Strategy implementation are used to improve international activities, adjust implementation measures, and enhance the effectiveness of managerial decision-making.

The University promotes a culture of internationalization by engaging students, academic staff, alumni, international partners, and other stakeholders in the discussion and implementation of strategic initiatives aimed at strengthening international cooperation and integrating PSMU into the global educational, scientific and clinical environment.

RESOURCE AND FINANCIAL PROVISION

The resource provision for the implementation of the Strategy includes the use of the University's human, financial, digital, informational, and infrastructural potential, as well as the attraction of international technical assistance, grant resources, and partnership programs.

The financing of the Strategy is ensured through state budget funds, international grants, Erasmus+ and Horizon Europe programs, international foundations, public-private partnerships, and other sources not prohibited by the legislation of Ukraine.

A priority direction of financial support is the increase in the share of extrabudgetary revenues through participation in international grant programs, technical assistance projects, partnership initiatives, and academic cooperation programs.

EXPECTED RESULTS

The implementation of the Strategy will ensure an increase in the international competitiveness of the University and its graduates, the development of a modern digital educational environment, strengthened international research activity, higher levels of academic mobility, and improved quality of medical education.

By the end of 2030, a significant expansion of PSMU's international presence is expected, including an increase in the number of international partnerships and joint research projects, growth in academic mobility of students and staff, a higher number of publications in Q1/Q2 journals, strengthened English-language academic environment, and enhanced international reputation of the University.

The implementation of the Strategy will contribute to:
strengthening the position of PSMU within the European Higher Education Area (EHEA);
increasing the international competitiveness of graduates;
developing medical science and clinical practice in line with global standards;
attracting international investment and grant resources;
integrating the University into international research and educational networks;
supporting the post-war recovery of Ukraine's healthcare system.

STAGES OF STRATEGY IMPLEMENTATION

Stage I (2026–2027)

Establishment of institutional and digital infrastructure.

Stage II (2028–2029)

Scaling up international programs and partnerships.

Stage III (2030)

Evaluation of results and preparation of a new Strategy.

FINAL PROVISIONS

The Strategy is approved by the Academic Council of Poltava State Medical University and enacted by order of the Rector.

Amendments and additions to the Strategy are approved in accordance with the established procedure.

Control over the implementation of the Strategy is exercised by the Academic Council of the University and the Coordination Council for Internationalization, taking into account the performance indicators and risks defined in the annexes to this Strategy.

The Strategy is subject to periodic review, taking into account global trends in higher education development, digital transformation processes, healthcare system needs, and European integration processes.

Head of International Relations Department /signature/ Iryna SHKURUPII
23.06.2026

Authorized Person for the
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23.06.2026

KPI System and Target Values for 2026–2030

KPI	Baseline Value (2025)	2026	2027	2028	2029	2030
Share of academic staff with English language proficiency at B2–C1 level	X	X	X	X	X	X
Share of students participating in international mobility programs	X	X	X	X	X	X
Number of international grants	X	X	X	X	X	X
Volume of grant funding (€)	X	X	X	X	X	X
Number of Q1–Q2 publications	X	X	X	X	X	X
Number of international patent applications	X	X	X	X	X	X
Number of international students	X	X	X	X	X	X
Number of active international partnerships	X	X	X	X	X	X
Position in, or participation in, international rankings (<i>U-Multirank, THE Impact Rankings</i>)	X	X	X	X	X	X
Share of Open Access publications	X	X	X	X	X	X

Risk Matrix

Risk	Probability	Impact	Response Measures
Armed conflict threats	High	High	Blended learning, backup platforms
Staff outflow	High	High	Career development programs, grant support
Low grant activity	Medium	High	Grant office, staff training
Cyber threats	High	High	Data backup systems, SOC, security audits
Demographic decline	High	Medium	Development of international recruitment
Decline in international funding	Medium	High	Diversification of funding sources

The translation is made at Poltava State Medical University.
It is true and accurate to the original document.