

**MECHANISM FOR INTERACTION BETWEEN UNIVERSITIES AND INTERNATIONAL ORGANIZATIONS WITHIN THE FRAMEWORK OF THE INTERNATIONAL UNITWIN / UNESCO CHAIRS PROGRAM**

(through the example of the UNESCO Chair on Education for Sustainable Development of Cooperatives of the autonomous non-profit organization for higher education Belgorod University of Cooperation, Economics and Law)

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**Abstract**

*This article examines one of the key tools for universities' activity development - the mechanism for interaction between universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program. The mechanism for interaction between universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program is understood as a decentralized complex of interconnected participants in educational and scientific projects of UNESCO, capable of expanding infinitely by including new participants. This mechanism is based on the principles of social partnership contributing to the establishment of strong and effective relationships between the participants in the international UNITWIN / UNESCO Chairs program.*

*The article reveals theoretical and methodological aspects of the mechanism for interaction between universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program. The development of this mechanism is based on a theoretical study of monographic and periodical literature on the research topic, conceptual frameworks on education for sustainable development, institutional foundations for formation and development of the UNESCO Chairs, the assessment of the empirical study findings related to the activities of both the UNESCO Chair on Education for the Sustainable Development of Cooperatives of Belgorod University of Cooperation, Economics and Law and the section on Cooperation in the Global World of the UNESCO Chair on Global Problems and Emerging Social and Ethical Challenges for Large Cities and Their Population at the Faculty of Global Processes of the Lomonosov Moscow State University.*

*The developed mechanism for interaction between universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program can be considered necessary, since it contributes to the rapid and effective exchange of knowledge and research results, ensures the continuity of experience sharing in the field of educational programs development and implementation, expands the range for academic mobility opportunities, uses objects of innovation, social, information and communication infrastructure, enhances the prestige of universities within the international community and motivates the universities' teaching staff to self-development.*

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**Keywords:** *mechanism for interaction, higher education, educational services, sustainable development, cooperatives, UNESCO, sustainable development goals, UNITWIN / UNESCO program*

## **1. Introduction**

The adoption of the UN 2030 Agenda marked a new phase of sustainable development where education for sustainable development was proclaimed as the basic mechanism for solving mankind's global problems. Education coordinator is UNESCO, a specialized United Nations organization, which supports developing countries by assisting them in the development of effective policies based on advanced knowledge. UNESCO international program UNITWIN is the most successful project in the field of higher education. It is aimed at strengthening cooperation between universities in different countries.

Currently, more than 700 institutions participate in the International UNITWIN / UNESCO Program, 786 UNESCO Chairs are functioning effectively, and 68 UNITWIN networks have been created in 134 countries. The main objective of this Program is to create specialized mechanisms for interaction between higher educational organizations for rapid and effective exchange of knowledge and research. The UNESCO Chairs act as a tool for the practical implementation of UNESCO's actions in the field of education for sustainable development including the search and development of new educational programs, teaching methods and techniques; reconfiguration of competencies; creation of a sustainable educational environment and application of the sustainable development principles.

The of UNESCO Chairs in Russia is the second largest in the world. Its activities are aimed at ensuring that domestic education meets the real needs of both an individual and the society through the exchange of information and conducting researches in close cooperation with international organizations and foreign universities. Meanwhile, achieving the educational goals is possible only on the basis of an effective mechanism for interaction between all the participants in the UNITWIN / UNESCO Program.

In order to be most effective and ensure adequate action coordination in relation to educational goals accomplishment, it is extremely important to model and determine the mechanism for interaction between Russian universities and foreign institutions of higher education and organizations. Therefore, the relevance of the article is expressed in a detailed content disclosure of the mechanism for interaction between Russian higher educational institutions, foreign universities and international organizations within the framework of the UNESCO Chairs, which should simplify its practical application and further theoretical improvement.

## **2. Degree of research of the problem, the purpose of study**

The analysis of monographic and periodical literature on the research topic showed that at present, various aspects related to the problems of higher education and the UNESCO Chairs' activities are being extensively researched.

Conceptual frameworks on education for sustainable development are determined by international documents adopted in the period from 1965 to 2020, and this is a significant block of documents regulating education development at the international level.

The works of Egorov V.K., Manakhov V.M., Okrepilov V.V., Sayamov Yu.N., Teplov V.I., Ursul A.D. and other scientists are devoted to the shaping of the institutional formation and development of the UNESCO Chairs in Russia.

Despite the fact that a significant number of relative fundamental works and scientific publications have been issued recently, the study of the UNESCO Chairs deserves further learning. The mechanism for interaction between UNESCO Chairs has not been sufficiently elaborated, in particular, there is no holistic model of network interaction focused on expansion in academic mobility and forms of cooperation, exchange of best educational practices and getting access to educational resources scattered around the world.

The purpose of this article is to develop a mechanism for interaction between Russian universities and foreign institutions of higher education and organizations within the framework of the UNESCO Chairs' functioning. It should facilitate the rapid and effective exchange of knowledge and research results as well as continuous sharing experience in the field of educational programs development and implementation; expand the range for academic mobility opportunities; promote objects of innovation, social, information and communication infrastructure; enhance the prestige of universities in the international community and motivate the universities' teaching staff to self-development.

### **3. Applied methods and materials**

Methods of theoretical and empirical research were used to prepare this article. The logic of the research was based on three sequential stages with the use of the appropriate scientific methods.

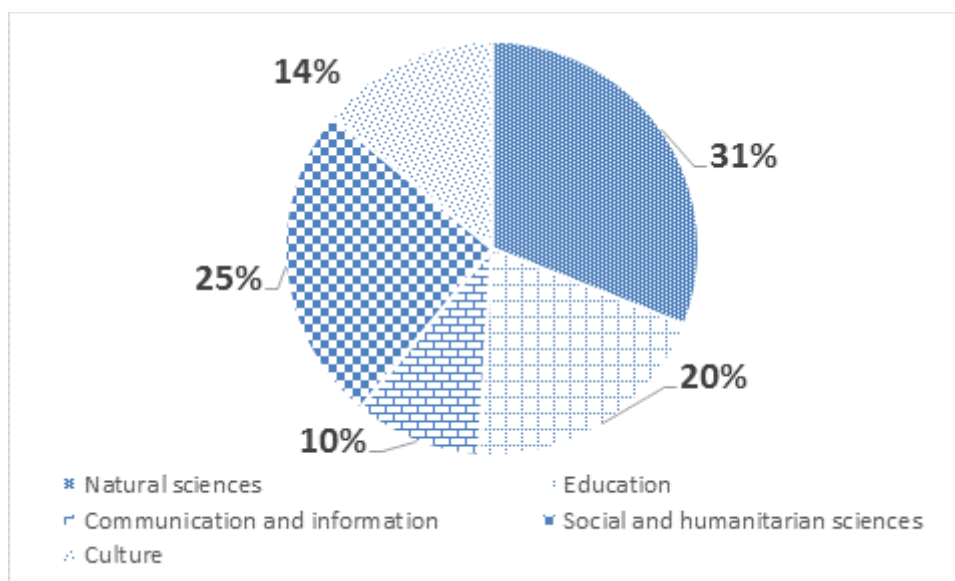
1. The exploratory stage included the study of the conceptual foundations of the education development and international documents regulating the conditions and procedure for the implementation of the International UNITWIN / UNESCO Chairs Program. The key directions of the mechanism for interaction between universities in the framework of the International UNITWIN / UNESCO Program were formulated on the basis of the UNESCO's methodological recommendations on The UNITWIN / UNESCO Chairs Program: Guidelines and Procedures [1].

2. The information and analytical stage covered performance reviews of the UNESCO Chair on Education for the Sustainable Development of Cooperatives functioning at the autonomous non-for-profit organization for higher education Belgorod University of Cooperation, Economics and Law and the section on Cooperation in the Global World of the UNESCO Chair on Global Problems and Emerging Social and Ethical Challenges for Large Cities and Their Population at the Faculty of Global Processes of the Lomonosov Moscow State University. In this case, the methods of analogy, practical expertise, induction and deduction were applied.

3. The development stage was targeted at the development of a mechanism for interaction between Russian universities and foreign institutions within the framework of the international UNITWIN / UNESCO Chairs Program. This mechanism is seen as a tool to ensure the rapid and effective exchange of knowledge and research results. The methods used at this stage include: modeling, design, visualization, graphic methods of presenting authors' ideas and developments.

#### 4. Findings and discussions

Findings of the study on the conceptual and institutional foundations of the UNESCO Chairs worldwide network functioning showed that natural sciences are the activity subject for most UNESCO Chairs. More than one third of the UNESCO Chairs are involved in conducting research and sharing experiences in natural sciences. Social and human sciences go second (25%). Research activities in the field of education are carried out by 20% of UNESCO Chairs, in the field of culture work 14% of Chairs, communications and information are the activity subject areas of 10% of Chairs (Fig. 1).



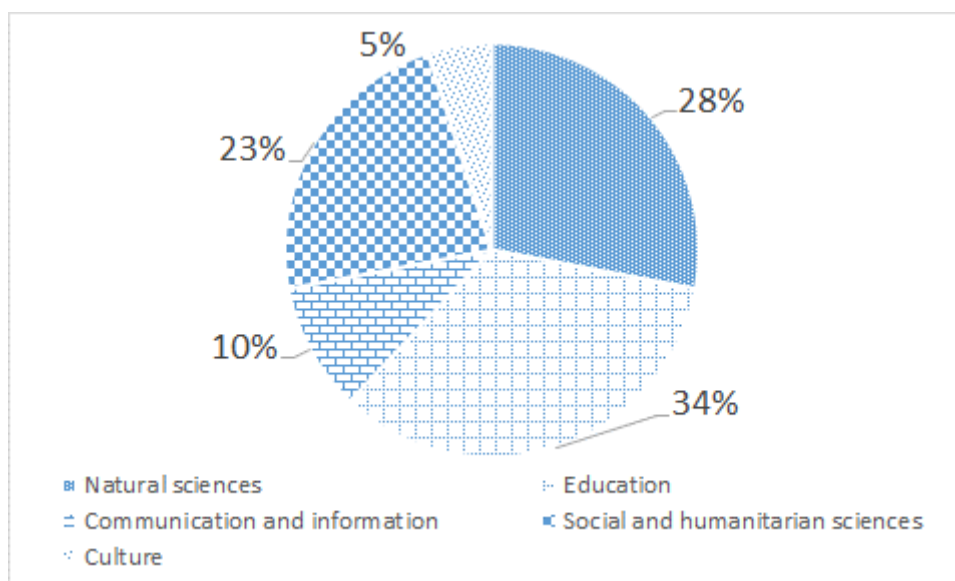
**Figure 1. Distribution of UNESCO Chairs in the activity subject areas worldwide**

There are 62 UNESCO University Chairs and 6 UNITWIN Networks in Russia. According to the main areas of activity, the topics of the UNESCO Chairs and UNITWIN networks in Russia are distributed as follows:

- natural sciences – 19 units;
- social and humanitarian sciences – 16 units;
- education – 23 units.;
- culture – 3 units;
- communication and information – 7 units.

The distribution of UNESCO Chairs in Russia in the context of the activity subject areas is shown in Figure 2.

As can be seen from the data shown in Figure 2, the most common topic of UNESCO Chairs in Russia is education. 23 UNESCO Chairs in Russia conduct scientific research in the field of education, representing 34% of their total. Every year, the UNESCO Chairs play an increasingly important role in sharing experience, knowledge and information on a wide range of issues related to the development of higher education and science; ensures the inclusion of Russian universities and scientific organizations into the international system of interuniversity cooperation.



**Figure 2. Distribution of UNESCO Chairs and UNITWIN networks in the context of the main activities in Russia**

The interaction of UNESCO Chairs within the framework of the UNITWIN / UNESCO Chairs Program is focused on strengthening national potential in the field of education. It requires coordination of efforts to create and strengthen a joint infrastructure for personnel training, develop the most effective management mechanisms for both the educational sector in general and the educational process in particular. An important role in this process is played by the work concerning recognition of diplomas and promotion of cooperation between universities at the international level. A common form of interaction between UNESCO Chairs is organization of joint events: conferences, meetings, forums, working group meetings. Another form of interaction between UNESCO Chairs is implementation of joint research projects and publications. The noteworthy feature is participation of UNESCO Chairs in various projects, international congresses and conferences on educational issues. The framework of this activity includes consideration of UNESCO Chairs representatives' reports, analysis of implementation of the UN recommendations, adoption of new resolutions. UNESCO Chairs are actively involved in finding new strategies of social inclusion, ensuring universal access to education and gender equality, achieving a considerable degree of population's participation in social life in the context of education and science.

The foundations for the UNESCO Chairs' interaction are enshrined in the Khanty-Mansiysk Declaration of International Congress of UNESCO Chairs on Education for Sustainable Development (Khanty-Mansiysk, September 17-19, 2009).

The final document of the round table meeting on Activities of UNESCO Chairs on Education for the Sustainable Development in Modern Society noted that due to the enhanced cooperation between UNESCO Chairs it will be possible to introduce new mechanisms for interaction between different countries; create and implement long-term fellowship programs on the basis of intersectoral platforms; disseminate positive experience in the innovative technologies application in the field of education [11].

From that moment on, the interaction of UNESCO Chairs reached a new level. It is the level of networking where the key tools for education development are: direct interaction of UNESCO Chairs as well as development of partnerships to strengthen this interaction through the implementation of joint programs, teaching staff and student body mobility, conduct of interdisciplinary researches on the basis of university facilities, introduction of inter-sectoral platforms. This required the identification of mechanisms for interaction between UNESCO Chairs united on a regional basis in the interests of sustainable development.

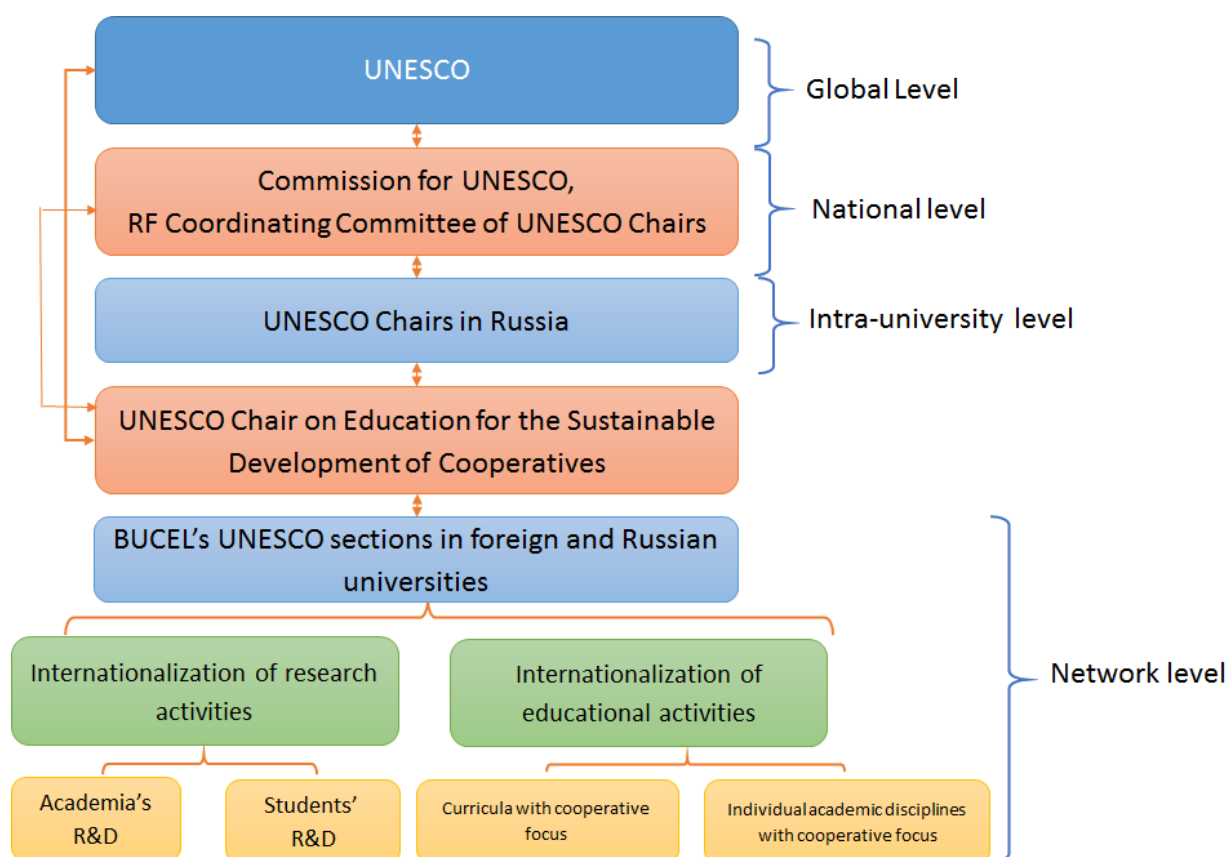
One of the first initiatives that laid the conceptual and institutional basis for the interaction of UNESCO Chairs in Russia was the Network Concept of the UNESCO Chairs developed by prof. Bordovskiy G.A. [2]. The international conference on Improving the Mechanisms of Cooperation between Associated Schools, UNESCO Chairs and UNEVOC Centers for Sustainable Development: Challenges, Projects, Prospects (Kazan, May 13-14, 2013) can be considered as the next stage in the evolution of the mechanism for interaction between UNESCO Chairs [6]. The issues of interaction between UNESCO Chairs were also raised for discussion within the framework of the III All-Russia Congress of UNESCO Chairs (St. Petersburg, December 14-15, 2015) [3, 5]. Improvement of the mechanism and forms of coordination focusing on interaction between UNESCO Chairs is defined as a priority direction of the UNESCO Chairs' activity. According to the results of the study of the UNESCO Chairs' network functioning, it was found out that the mechanism of the UNESCO Chairs' interaction inside the structure, with the participants of other UNESCO educational and scientific programs and projects as well as with international organizations, is the most important condition for improving quality of education.

The mechanism for interaction between UNESCO Chairs is a decentralized complex of interconnected participants in educational and scientific UNESCO projects capable of expanding infinitely by including new participants, which further improves interaction of UNESCO Chairs on the principles of social partnership, promotes strong and effective relationships between its participants. Creation of multilateral relations between UNESCO Chairs allows developing, testing and promoting innovative educational models as well as training personnel with the joint use of resources. These steps contributed to enhancing efficiency and quality of education. Since June 2014, the UNESCO Chair on Education for Sustainable Development of Cooperatives has been functioning at the Belgorod University of Cooperation, Economics and Law. It is a participant of the UNITWIN / UNESCO Program actively interested in developing its own network. The University also created the section on Cooperation in the Global World of the UNESCO Chair on Global Problems and Emerging Social and Ethical Challenges for Large Cities and Their Population at the Faculty of Global Processes of the Lomonosov Moscow State University

The structural diagram of the mechanism for interaction between the Belgorod University of Cooperation, Economics and Law and universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program is shown in Figure 3.

The developed mechanism for interaction between the Belgorod University of Cooperation, Economics and Law and universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program includes five levels of interaction: global and national levels, the level of inter-university interaction, the network level and the level of intra-university interaction. The designated five levels of interaction are integral

components for universities' participation in the UNITWIN / UNESCO Chairs Program. They set the overall direction for UNESCO Chairs' activities. This sequence of levels of the mechanism for interaction between universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program is well-founded, since it is based on the experience gained by UNESCO Chair on Education for the Sustainable Development of Cooperatives of Belgorod University of Cooperation, Economics and Law and the UNESCO Chair on Global Problems and Emerging Social and Ethical Challenges for Large Cities and Their Population at the Faculty of Global Processes of the Lomonosov Moscow State University.



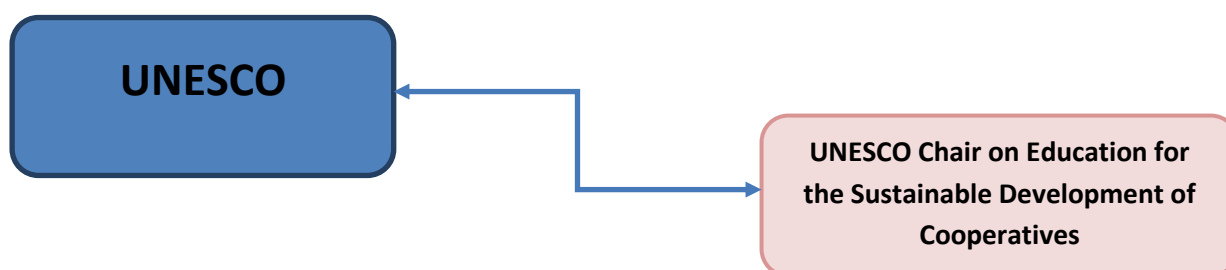
**Figure 3. Structural diagram of the mechanism for interaction between the Belgorod University of Cooperation, Economics and Law and universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program**

Identification of levels of the mechanism for interaction between the Belgorod University of Cooperation, Economics and Law and universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program in the given order also facilitates the solution of a number of constructive tasks:

- to provide conditions for improving education quality through sharing of best practices;
- to create an effective infrastructure for the University international activity;
- to develop research activities;

- to improve the University's international authority and image in the global market of educational services.

1. Global level. The first level of interaction of Belgorod University of Cooperation, Economics and Law with universities and international organizations within the framework of the UNITWIN / UNESCO Chairs Program is global in nature (Fig. 4). Interaction at the global level involves implementation of a number of projects and programs of UNESCO and ICA (International Cooperative Alliance). In particular, the UNESCO Futures of Education initiative and a number of international conferences held by ICA should be highlighted, including the ICA-CCR European Research Conference on Cooperatives and the Transformation of Business and Society (Humboldt University, Germany).



- **The UNESCO-Japan Prize on Education for sustainable development. Project Education for Sustainable Development of Cooperatives was presented (April 2019);**
- **UNESCO Futures of Education initiative. Material on the topic Education for purposes of the Sustainable Development of Cooperatives was presented; (June 2019);**
- **UNESCO Survey for Universities. Information on the contribution of Higher Education to the SDGs and to the “leaving no one behind” mandate (April 2020);**
- **ICA-CCR European Research Conference on Cooperatives and the Transformation of Business and Society, Humboldt University, Berlin (August 2019).**

**Figure 4. Global level of interaction of Belgorod University of Cooperation, Economics and Law within the framework of the UNITWIN / UNESCO Chairs Program**

2. National level. The second level of interaction of Belgorod University of Cooperation, Economics and Law with universities and international organizations within the framework of the UNITWIN / UNESCO Chairs Program is the national level of interaction. At the national level, work is carried out in close cooperation with the Commission for UNESCO and the Coordination Committee of the UNESCO Chairs in Russia (Fig. 5).

3. Inter-university interaction of UNESCO Chairs is focused on the UNESCO Chairs' communicating within the framework of the UNESCO Chairs system in Russia coordinated by the RF Coordinating Committee of UNESCO Chairs (Fig. 6). In particular, Belgorod University of Cooperation, Economics and Law signed Cooperation Agreements with the Astrakhan State University, Peter the Great St. Petersburg Polytechnic University, the University of Management “TISBI”.





**Figure 5. National level of interaction of Belgorod University of Cooperation, Economics and Law within the framework of the UNITWIN / UNESCO Chairs Program**



**Figure 6. Inter-university level of interaction of Belgorod University of Cooperation, Economics and Law within the framework of the UNITWIN / UNESCO Chairs Program**

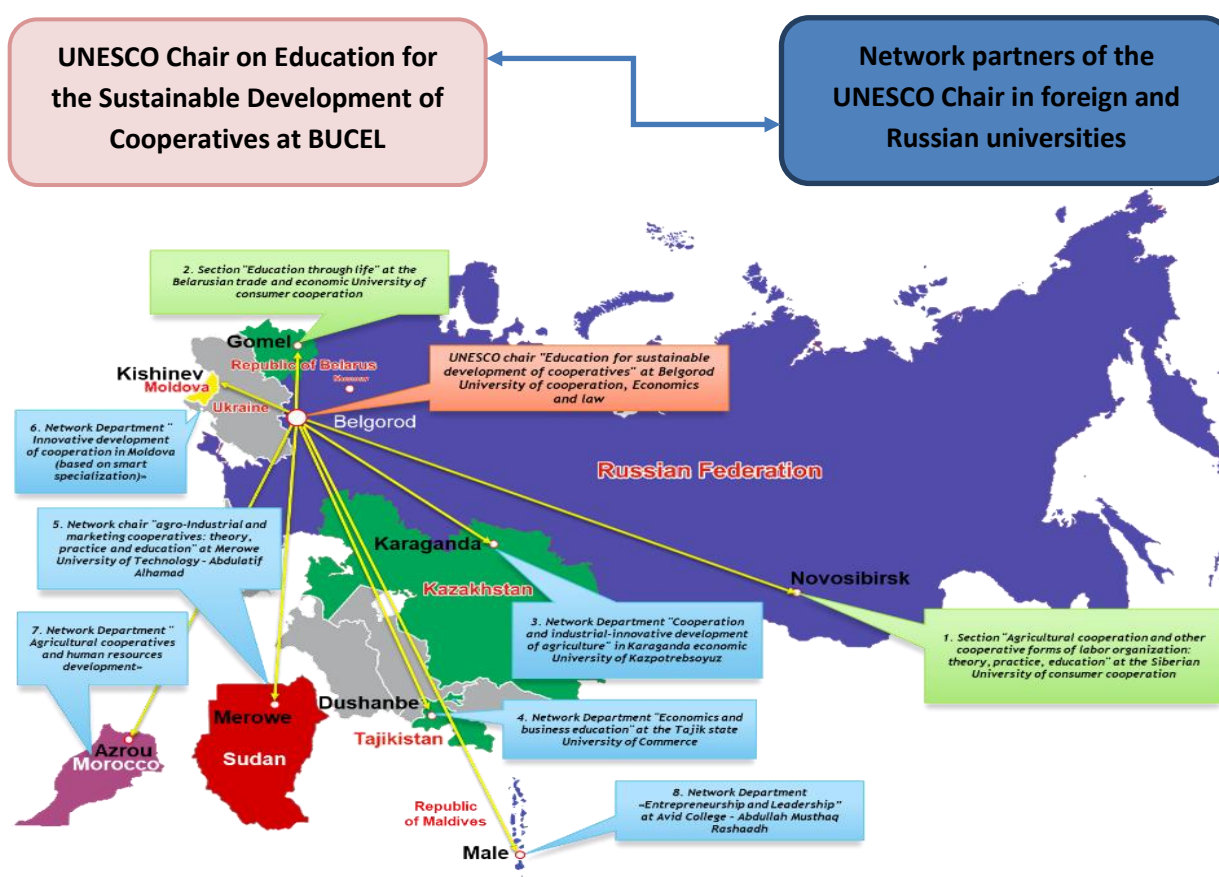
4. The level of network partnership is the fourth level that implies interaction between the UNESCO Chair on Education for Sustainable Development of Cooperatives functioning at the Belgorod University of Cooperation, Economics and Law and its sections created in

partner universities (Fig. 7). It should be noted that sections of the UNESCO Chair at the Belgorod University of Cooperation, Economics and Law are successfully running both in Russian and foreign universities.

The main emphasis within the network interaction of the Belgorod University of Cooperation, Economics and Law is placed on the cooperative orientation of its UNESCO Chair. In this regard, the first sections of the UNESCO Chair on Education for the Sustainable Development of Cooperatives of the Belgorod University of Cooperation, Economics and Law were opened in cooperative universities in Russia and the CIS countries: Siberian University of Consumer Cooperatives, Belarusian Trade and Economic University of Consumer Cooperatives, Tajik State University of Commerce, Karaganda Economic University of Kazpotreboysouz, Cooperative Trade University of Moldova.

Educational and research activities of the Belgorod University of Cooperation, Economics and Law towards education advancement for the sustainable development of cooperatives is carried out within the network interaction with Abdulatif Alhamad University of Technology (Merow, Republic of Sudan), Ibn Zohr University (Agadir, Kingdom of Morocco) and Avid College (Republic of Maldives).

Upon the authors' analysis it was discovered that both the number of UNESCO Chairs' network level participants and the number of connections between them have a direct impact on the interaction efficiency. It leads to capacity-building and formation of opportunities for further innovative linkages between the UNESCO Chairs.



**Figure 7. Network level of interaction of Belgorod University of Cooperation, Economics and Law within the framework of the UNITWIN / UNESCO Chairs Program**

5. Level of intra-university interaction. Since the mechanism of interaction between universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program is aimed at solving two main tasks, namely, internationalization of universities' research and educational activities, then the implementation of initiatives is ensured by building functional links between two priority areas of universities' actions: research activity and the educational process.

In order to facilitate educational internationalization, the Belgorod University of Cooperation, Economics and Law is developing and scaling its own educational programs; holding seminars and master classes on the educational activity issues; popularizing educational systems 3D - stereo visualization among representatives of the pedagogical community, administrative bodies, local authorities, foreign University partners, students and schoolchildren for strengthening youth loyalty to the ideas and values of the cooperative movement in accordance with the UNESCO's action lines.

Cooperation in research initiatives involves the University academia in organizing and holding international conferences both at the Belgorod University of Cooperation, Economics and Law, and at universities with functioning sections of the UNESCO Chair on Education for the Sustainable Development of Cooperatives, namely, Cooperative Trade University of Moldova, Karaganda Economic University of Kazpotrebsoyuz, Belarusian Trade and Economic University of Consumer Cooperatives.

The interrelated cooperation of all action lines of the Belgorod University of Cooperation, Economics and Law makes it possible to create necessary conditions for piloting innovative streams through the use of mechanism for interaction within the framework of the UNESCO Chair:

- availability of the necessary intellectual resources with efforts being made in the area of joint educational programs development;
- availability of material and technical resources;
- availability of financial resources;
- availability of information resources which is a mandatory requirement for network interaction.

It seems evident that only a combination of all five levels of the interaction mechanism creates the basis for a continuous process of generating innovative directions for universities' educational and research activity development. First of all, universities benefit from such interaction, since it provides new knowledge and promising projects.

In the context of a pandemic, the interaction of universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program is carried out through the use of distance technologies and online platforms, which made it possible to eliminate such barriers as territorial limitations, narrow mindedness of scientific and pedagogical personnel in mastering key competencies, handling of comprehensive and resource-intensive projects.

The benefits universities receive from such interaction are as follows:

- continuous sharing experience in the field of educational programs development and implementation, expansion of academic mobility opportunities (information benefit);

- possibility to gain access to educational resources of other universities (resource benefit);
- possibility to use objects of innovation, social, information and communication infrastructure (infrastructural benefit);
- speeding up of the process of mobilization and transfer of knowledge and experience (temporal benefit);
- formation of an inter-university highly competent team (managerial benefit);
- wide recognition of university scientists' achievements, credibility of the University, motivation of the University teaching staff to self-development (social benefit).

The aforementioned benefits of interaction make it necessary to search for new teaching methods with the use of distance technologies, while strengthening cooperation in research requires support of interdisciplinary scientific investigations with the fullest possible involvement of all intra-university structures.

The set of performance indicators of the mechanism for interaction between universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program may include the following indicators:

- the number of the established sections within the UNESCO Chairs' network;
- the number of developed and implemented joint educational programs on the UNESCO Chair's subject area;
- the number of people trained in educational programs on the UNESCO Chair's subject area;
- the number of joint scientific publications, including scientific publications indexed in the international databases Web of Science and Scopus on the UNESCO Chair's subject area;
- the number of teachers participating in foreign events organized by UNESCO for achieving SDG 4;
- the number of international scientific and practical conferences organized by the UNESCO Chair on the UNESCO Chair's subject area;
- the number of applications for grants on the UNESCO Chair's subject area;
- the number of employees involved in the implementation of joint scientific projects on the UNESCO Chair's subject area.

The set of outlined indicators was selected based on the analysis of the adopted indicators, criteria for international university ranking and characteristics of the world's leading universities and UNESCO.

## **5. Conclusions**

The presented mechanism for interaction between universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program allows focusing on key issues of education development, sharing information and replicating best practices, as well as involving network partners with the necessary resource potential in

cooperative action. It acts as a highly effective technology for sharing of experience in the field of education and so allowing UNESCO Chairs to develop dynamically and achieve the stated goals. It is also important to note that due to the UNESCO Chairs' interaction there is an intensive dissemination of innovative educational developments; universities are engaged both in a productive dialogue and exchange of successful cases; better understanding and reflection of the processes that occur in the educational system worldwide.

This is the first paper to describe the mechanism for interaction between universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program, which represents five levels of interaction. Scientific work on the development and improvement of the mechanism for interaction between universities and international organizations within the framework of the international UNITWIN / UNESCO Chairs Program will continue. Within the framework of the mechanism for interaction between universities and international organizations involved in the UNITWIN / UNESCO Chairs Program, it is also necessary to form an optimal structure of a universal roadmap from the perspective of the program participants' interaction at all levels.

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### Rezumat

*În lucrare se examinează unul dintre instrumentele cheie aferente dezvoltării activității universităților - mecanismul de interacțiune a universităților și organizațiilor internaționale în cadrul programului internațional UNITWIN / Catedre UNESCO. Mecanismul interacțiunii dintre universități și organizații internaționale în cadrul participării la programul internațional UNITWIN / Catedrele UNESCO este înțeles ca un complex descentralizat de participanți interconectați la proiecte educaționale și științifice ale UNESCO, capabil să se extindă la nesfârșit prin includerea noilor participanți. Acest mecanism se bazează pe principiile parteneriatului social, contribuind la stabilirea unor relații puternice și eficiente între participanții programului internațional UNITWIN / Catedre UNESCO.*

*Articolul conține abordări aferente aspectelor teoretice și metodologice ale mecanismului de interacțiune dintre universități și organizații internaționale în cadrul programului internațional UNITWIN / Catedre UNESCO. Dezvoltarea acestui mecanism se bazează pe studiul teoretic al literaturii monografice și periodice la tema cercetării, al bazelor conceptuale aferente evoluției educației pentru o dezvoltare durabilă, al bazelor instituționale privind formarea și dezvoltarea sistemului Catedrelor UNESCO, precum și pe studiul empiric al rezultatelor activităților Catedrei UNESCO „Educație pentru dezvoltarea durabilă a cooperativelor” din cadrul Universității Cooperatiste, Economie și Drept din Belgorod și secțiunii „Cooperare în lumea globală” a Catedrei UNESCO privind cercetarea problemelor globale și provocărilor sociale și etice proprii marilor orașe și populației acestora din cadrul facultății proceselor globale a Universității de Stat Lomonosov din Moscova. Mecanismul de interacțiune creat între universități și organizații internaționale în cadrul programului internațional UNITWIN / Catedrele UNESCO poate fi considerat necesar, deoarece contribuie la schimbul rapid și eficient de cunoștințe și cercetare, asigură continuitatea schimbului de experiență în dezvoltarea și implementarea programelor educaționale, extinderea gamei oportunităților privind mobilitatea academică, utilizarea obiectivelor de infrastructură inovatoare, informațională, de comunicare și socială, creșterea prestigiului universităților pe arena internațională și motivarea personalului didactic al universităților pentru perfecționare.*

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**Cuvinte-cheie:** *mecanism de interacțiune, învățământ superior, servicii educaționale, dezvoltare durabilă, cooperative, UNESCO, obiective de dezvoltare durabilă, programul UNITWIN / UNESCO*

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### Аннотация

*В данной статье рассматривается один из ключевых инструментов развития деятельности вузов – механизм взаимодействия вузов и международных организаций в рамках участия в международной программе УНИТВИН / Кафедры ЮНЕСКО. Механизм взаимодействия вузов и международных организаций в рамках участия в международной программе УНИТВИН / Кафедры ЮНЕСКО понимается как децентрализованный комплекс взаимосвязанных участников образовательных и научных проектов ЮНЕСКО, способных неограниченно расширяться путем включения новых участников. В основу данного механизма положены принципы социального партнерства, способствующие установлению прочных и эффективных взаимосвязей между участниками международной программы УНИТВИН / Кафедры ЮНЕСКО.*

*Статья раскрывает теоретико-методологические аспекты механизма взаимодействия вузов и международных организаций в рамках участия в международной программе УНИТВИН / Кафедры ЮНЕСКО. Разработка данного механизма основана на теоретическом исследовании монографической и периодической литературы по теме исследования, концептуальных основ развития образования в интересах устойчивого развития, институциональных основ становления и развития кафедральной системы ЮНЕСКО, а также эмпирическом исследовании результатов деятельности кафедры ЮНЕСКО «Образование для устойчивого развития кооперативов» при Белгородском университете*

кооперации, экономики и права и секции «Кооперация в глобальном мире» кафедры ЮНЕСКО по изучению глобальных проблем и возникающих социальных и этических вызовов для больших городов и их населения факультета глобальных процессов МГУ имени М.В. Ломоносова. Разработанный механизм взаимодействия вузов и международных организаций в рамках участия в международной программе УНИТВИН / Кафедры ЮНЕСКО можно считать необходимым, поскольку он способствует быстрому и эффективному обмену знаниями и исследованиями, обеспечивает непрерывность обмена опытом в направлении разработки и реализации образовательных программ, расширение спектра возможностей академической мобильности, использования объектов инновационной, информационно-коммуникационной и социальной инфраструктуры, повышение престижности вузов на международной арене и мотивацию профессорско-преподавательского состава вузов к самосовершенствованию.

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**Ключевые слова:** механизм взаимодействия, высшее образование, образовательные услуги, устойчивое развитие, кооперативы, ЮНЕСКО, цели устойчивого развития, программа УНИТВИН/ЮНЕСКО