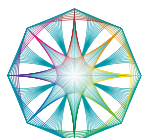


GRINCHENKO UNIVERSITY DEVELOPMENT STRATEGY for 2023–2027

Approved by Scientific Council Decision
of 30 March 2023 (Protocol no. 2),
entered into force by Order of 30 March 2023 no. 153



BORYS GRINCHENKO
KYIV METROPOLITAN
UNIVERSITY

CONCEPTUAL FRAMEWORK OF THE STRATEGY

Borys Grinchenko Kyiv Metropolitan University (Grinchenko University; hereinafter referred to as the University) Development Strategy for 2023–2027 outlines strategic touchstones to improve the University's performance as educational, research, and innovation complex of the capital of Ukraine that promotes comprehensive development of individuals and provides training of highly professional specialists for Kyiv and the whole of Ukraine.

The Strategy is based on the Constitution of Ukraine, Laws of Ukraine *On Education, On Higher Education, On Professional Pre-Higher Education, On Scientific and Scientific-Technical Activities*, Decree of the President of Ukraine *On Sustainable Development Goals of Ukraine till 2030*, and the Association Agreement between the European Union and Ukraine.

The Strategy takes into account the provisions of international and Ukrainian strategic documents in education:

- Charter of Borys Grinchenko Kyiv University;
- Kyiv City Development Strategy until 2025;
- Strategy for the Development of Higher Education in Ukraine for 2022–2032;
- National Economic Strategy 2030;
- Human Development Strategy (2021);
- Concept for the Implementation of State Policy in the Field of General Secondary Education Reform "New Ukrainian School" for the period up to 2029;
- Strategy to promote the Ukrainian Language until 2030 "A Strong Language — a Successful State" (2019);
- Universities without Walls: A Vision for 2030 (EUA, 2021);
- United Nations Sustainable Development Goals (2015);
- Magna Charta Universitatum (2020);
- Transforming our World: the 2030 Agenda for Sustainable Development.



Mission — to serve the individual, the community, and society.

University Vision — a metropolitan university with developed corporate culture, high education and research quality standards, a space for personal self-fulfilment, with its activities aimed at responsible service to individuals, the territorial community of Kyiv, and Ukraine.

Our motto — "Striving for excellence!"



Strategic Priorities of the University for 2023–2027

- Training competitive professionals at up-to-date educational programmes.
- Conducting relevant research.
- Responsible service to the community to foster sustainable post-war development of the country and European integration of Ukraine.

Major Development Principles of the University

- Human- and biospherocentric development.
- Cooperation and partnership.
- Human and public benefit.
- Meeting public and labour market demands.
- Compliance with the international and Ukrainian education and research quality standards.
- Sustainability.
- Efficiency, performance, and economic viability.
- Innovation and focus on the modern science and technology achievements.
- Predictability.
- Openness.
- Commitment.
- Meeting future generations' demands.

Fundamental Principles of the Strategy

- Relevance.
- Integrity.
- Innovation.
- Concreteness.
- Focus on world standards in education quality.
- Alignment with the priorities of development of Kyiv.
- Conformity with legislation and values of the University.
- Measurability.

University Values

The Individual

- We cultivate human virtues.
- We respect human dignity.
- We take care of the individual.

Ukrainian and European Civic Identity

- We are patriots of Ukraine.
- We have a conscious public stance.
- We support European and Euro-Atlantic integration of Ukraine.

Community

- We cherish our University's community.
- We are a part of the Kyiv community.
- We contribute to the development of the capital.

Freedom

- We respect everyone's freedom.
- We understand the boundaries of freedom.
- We cultivate academic freedoms.

Trust

- We earn trust.
- Our words do not contradict our actions.
- We inform about our activities.

Spirituality

- We nurture human culture.
- We respect and enhance all things Ukrainian.
- We contribute to the world heritage.

Responsibility

- We follow the letter and the spirit of law.
- We meet our obligations.
- We take up responsibility.

Integrity

- We nurture the culture of integrity.
- We build the academic integrity system.
- We act on the principles of transparency.

Professionalism

- We cultivate professional culture and innovation.
- We train successful professionals.
- We commit to development and self-fulfilment.

Leadership-Service

- We cultivate leadership qualities.
- We interact for mutual success.
- We serve the common cause.

Diversity

- We embrace diversity.
- We ensure inclusion.
- We prevent and combat discrimination.

Time

- We use time efficiently.
- We respect each other's time.
- We value community contributions.

STRATEGIC AREAS OF UNIVERSITY DEVELOPMENT FOR 2023–2027

1. Corporate Culture

Strategic goal:

The University is a space of free individuals united by common corporate values and the culture of leadership-service.



Operational objectives:

- The University promotes Borys Grinchenko's spiritual and intellectual heritage.
- The University's community possesses a high level of corporate and academic integrity culture.
- The University positions itself in Ukraine and abroad as a powerful and innovative university with high corporate standards

Key tasks:

- To continue systemic research of Borys Grinchenko's life, activities, and heritage, develop Borys Grinchenko Museum and Digital Library.
- To study the University's history, life, activities, and heritage of outstanding persons who contributed to the University's development.
- To cultivate the University's traditions feeding the corporate culture, fostering patriotism and shaping an active public stance.
- To support the University's image, comply with the University's Corporate Culture Code.
- To promote the brand of Borys Grinchenko Kyiv University at regional, national, and international levels.
- To promote the culture of communication in Ukrainian among all the educational process participants.
- To regularly host academic and popular events aimed to improve corporate culture at the University

2. Staff Development



Strategic goal:

The University possesses a strong staff potential, providing conditions for efficient work and professional development of its personnel.

Operational objectives:

- The University encourages professional and personal development of its employees.
- The University creates conditions for its employees' professional and personal development.
- The University staff receive competitive salaries.

Key tasks:

- To carry out efficient staffing policy, transparent assessment of work results.
- To empower employees for professional and personal development, improve the advanced training system.
- To assist employees in advanced foreign language learning.
- To improve the system of personnel incentives and support of young specialists.
- To ensure competitive salaries.

3. Education Quality



Strategic goal:

The University provides high quality education.

Operational objectives:

- The University trains specialists under relevant educational programmes meeting the societal demands.
- The University has an effective internal quality assurance system.
- The University engages employers and international partners in implementing the educational programmes.

Key tasks:

- To update the list and content of educational programmes considering the needs of Kyiv and Ukraine.
- To enhance practical orientation of educational programmes towards meeting the labour market needs.
- To design and introduce interdisciplinary and English-language educational programmes.
- To successfully accredit the educational programmes at the National Agency for Higher Education Quality Assurance and the respective foreign agencies.
- To expand usage of foreign languages in the educational process.

4. Research



Strategic goal:

The University effectively carries out up-to-date research.

Operational objectives:

- The University provides for due conditions for effective and relevant research, implementation of their results, facilitates creation of academic products that are useful and important for the society.
- The University fosters international research activities of its employees and students.
- The University ensures that research adheres to academic integrity principles.

Key tasks:

- To create conditions for conducting relevant (including interdisciplinary) research and publishing its results.
- To raise grant funds for research.
- To provide high-quality doctorate training.
- To promote development of student studies and research by young scientists.
- To conduct research aimed at effective implementation of public policy at the municipal and national levels.
- To support open access to academic research results, scientific and technical information.
- To develop academic journals of the University to be included in the leading global academic databases.
- To expand international academic cooperation, conduct joint research with foreign institutions, and prepare joint academic publications.

5. Social Responsibility and Partnership

Strategic goal:

The University is a socially responsible partner of the metropolitan community.



Operational objectives:

- The University cooperates with the civil society institutions and the media.
- The University actively joins forces with the metropolitan community and helps in finding solutions to address the social issues faced by the Kyiv community.
- The University provides Kyiv with qualified graduates.

Key tasks:

- To enhance cooperation with the civil society institutions and the media.
- To interact with the municipal authorities, education institutions, and graduates to jointly find solutions for the issues the city faces or might face.
- To assist in professional development of the educators living and working in the capital of Ukraine.
- To implement initiatives required by the metropolitan community, engage students and University employees in the community initiatives and development projects as well as volunteer-led activities.
- To facilitate development of inclusion projects and introduce new forms of support for people with disabilities.

6. Student-Centered Learning



Strategic goal:

The University promotes development of students as conscious and responsible citizens, holistic personalities, competitive professionals and leaders.

Operational objectives:

- The University maintains a student-centered approach in designing and implementing its educational programmes.
- The University facilitates mastering of curricula by students.
- The University supports the activities of student self-government bodies, participation of student community representatives in administrative processes, ensures protection of students' rights.

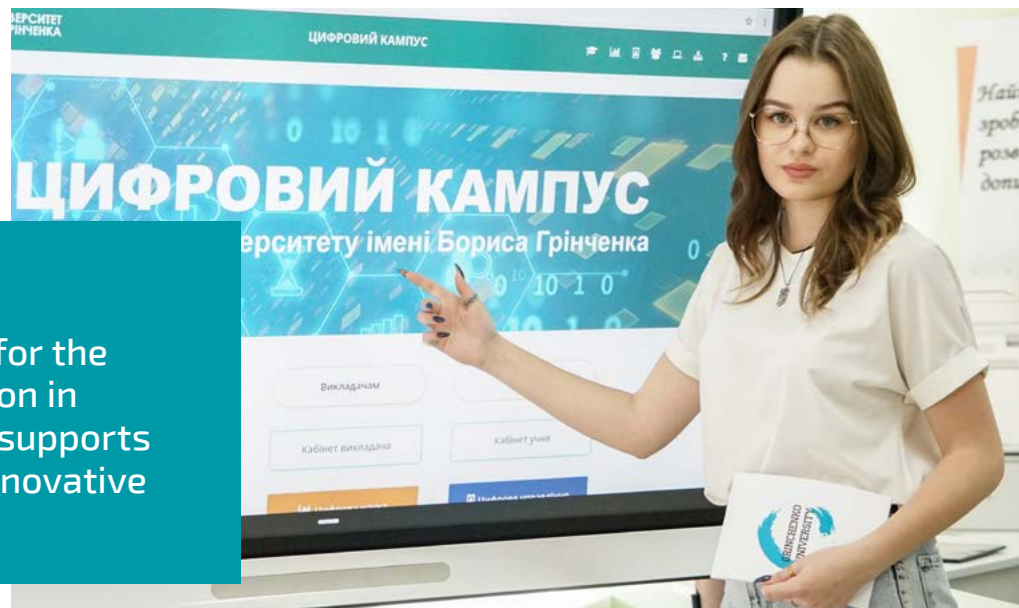
Key tasks:

- To create the environment that facilitates mastering of curricula by students.
- To expand the instruments enabling the students to follow an individual educational path.
- To foster activities of student self-government bodies.
- To introduce a support system and ensure protection of students' rights.
- To enhance the career guidance system.

7. Innovation and Digitalization

Strategic goal:

The University provides for the development of innovation in education and research, supports the implementation of innovative projects and ideas.



Operational objectives:

- The University introduces innovative digital technologies into the educational process and the administration system.
- The University stimulates creation and implementation of digital projects.
- The University operates a modern digital library.

Key tasks:

- To introduce digital technologies into the educational process, develop the Digital Campus, reduce bureaucratic burden on the educators.
- To introduce digital tools in the administration system.
- To introduce electronic document management.
- To foster creation of innovative digital products and startups.
- To expand digital capabilities of the University's library.
- To set up cooperation with business communities and international organizations to enhance digital capabilities of the University.

8. Internationalization



Strategic goal:

The University has a wide international partner network, effectively cooperates with foreign institutions.

Operational objectives:

- The University actively cooperates with foreign universities, implementing joint international education and research projects.
- The University facilitates academic mobility of teachers and students.
- The University provides training for foreign students.
- The University shapes an intercultural environment.

Key tasks:

- To provide up-to-date and complete information on the University's activities on its English-version website.
- To expand the network of foreign partners while implementing international projects.
- To systemically conduct joint research, academic and communication activities.
- To engage top foreign specialists in the educational activities of the University.
- To support academic mobility of teachers and students.
- To develop educational programmes in English, making them attractive for foreign students.
- To facilitate intercultural interaction among students.
- To promote the University abroad, increasing its visibility.

9. Sustainable Development

Strategic goal:

The University implements the UN Sustainable Development Goals, prioritizing those having the most impact on its activities.



Operational objectives:

- The University implements the UN Sustainable Development Goals having top priority for its activities, namely: Goal 4 "Quality Education"; Goal 11 "Sustainable Cities and Communities"; Goal 16 "Peace, Justice and Strong Institutions"; Goal 17 "Partnership for the Goals" and others.
- The University integrates the defined Sustainable Development Goals on institutional, structural, and individual levels.
- The University is included in the Times Higher Education Impact Rankings that reflects the performance of universities in achieving SDGs.

Key tasks:

- To develop educational programmes for adults and diversify their focus areas, organize educational events for the general public.
- To increase usage of the University's infrastructure and resources (library, gym, swimming pool, museum, concert hall) by the Kyiv community.
- To enhance expert capacity of the University regarding analysis of public policies and drafting recommendations for the policymakers on municipal and national levels.
- To design and introduce academic disciplines and advanced training courses, develop studies on sustainability topics.
- To engage the University's students and employees in the national and international projects and partner networks supporting the achievement of the UN SDGs.
- To develop social projects aimed at supporting the University community members and the Kyiv populace.

10. Infrastructure and Safety



Strategic goal:

The University has a safe and inclusive environment.

Operational objectives:

- The University operates adequate resources to implement its strategic goals.
- The University has a developed infrastructure for studies and research.
- The University creates a safe and inclusive environment for all participants of the educational activities.

Key tasks:

- To diversify the University's funding sources, raise additional funding.
- To carry out renovation and repairs of premises and buildings.
- To constantly upgrade classroom facilities and equipment, provide for the purchase of the necessary equipment and tools for effective organization of the educational process.
- To expand alternative power sources usage.
- To ensure inclusive and safe conditions of access to the educational activities.
- To tighten informational security of the University.
- To support the University's readiness for reaction to military threats and emergencies.

STRATEGY PERFORMANCE INDICATORS

By the end of 2027:

We are one of the best modern municipal education institutions, and also one of the most socially inclusive universities of Kyiv and Ukraine.

- The official employment rate for the University graduates is over 80%.
- The University will take institutional part in 10 international projects per year.
- At least 50 University teachers will be co-executors in the international research projects.
- We will work with over 100 partners to develop our city and country.
- 100% of educational programmes will be successfully accredited.
- At least 10 interdisciplinary master's programmes will be introduced.
- The University will enter the Top 10 of the best higher education institutions of Kyiv by the average entrants admittance score.
- At least five master's programmes will be conducted in English.
- The University will be on the Times Higher Education Impact Rankings list.
- The University's position in various ratings will improve.
- Over 100 foreign students will study at the University.
- The number of students and teachers enjoying the benefits of international academic mobility will grow.
- Over 10 large-scale projects will be implemented with the Kyiv community.

Main Risks in Strategy Implementation

- Military action in Ukraine.
- Threat of infectious disease spreading, pandemic.
- Unfavorable changes in legislation and decisions of the University's founder.
- Increasing competition from national and foreign education institutions.
- Unstable funding of the University's activities, high inflation level.
- Inadequate technical and operational support of the educational and research activities.
- Demographic crisis.
- Social and economic recession.
- Poor innovations support by the University's community.
- Migration, brain drain.