



KYIV NATIONAL
UNIVERSITY OF TRADE
AND ECONOMICS

Development Strategy

*of Kyiv National University of Trade and Economics
until 2030*

Mission:

*Provide superior
education for the
contemporary and
future generations*

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Mission, Values, Vision

The mission of Kyiv National University of Trade and Economics is the elite education for modern and future generations based on acceptance of traditions and innovations in order to ensure sustainable development of Ukraine.

The strategic aim of KNUTE is a European innovation university model building based on advancing development of educational, scientific activity, harmonious personality development, high competitiveness in the country and in the world.

KNUTE prepares highly competitive human capital for the country's high tech and innovation development, personal fulfilment, meeting the needs of society, labour market and the state in qualified specialists through combining science and practice.

The University ensures developing a set of skills and systematized knowledge, ways of thinking, mindset and civil qualities, ethical and moral values, professional and other competences in the respective fields of knowledge.

KNUTE provides educational activity in different levels and degrees of higher education, carries out fundamental and applied scientific research,

is the leading scientific and methodical centre, has a well-developed infrastructure of academic, scientific and vocational divisions, facilitates spread of scientific knowledge and conducts cultural and educational activity.

The quality management system is effective in KNUTE, which became the first one among other Ukraine's universities to be certified as the one that meets the requirements of the ISO 9001:2015 international standard. Its main constituent is the system of education activity and higher education quality assurance.

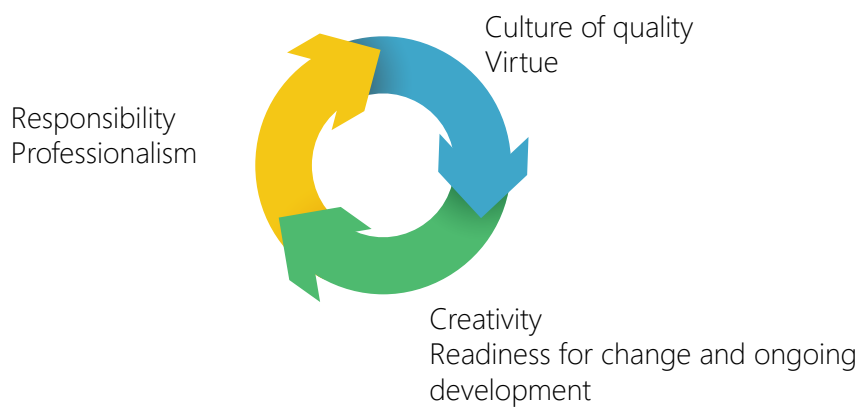
We have developed and implemented internal higher education standards in all specialties and specializations in the first, second and third degrees of higher education (the first generation of them came into force in April 2016).

The quality policy is realized at all management levels including all stakeholders – inside the University, including students, outside the University – employers, partners. Each employee and student of our University is personally liable (within the scope of their competence) for work results.

► Principles of KNUTE activity

-  Autonomy and self-government
-  Partnership
-  Constant development
-  Internationalization
-  Person-centeredness
-  Social responsibility
-  Patriotism
-  A combination of collegiate and unified principles
-  Consistency
-  Independence from political parties and religious organizations
-  Openness

► KNUTE values



The KNUTE's reputation is the main value that has been formed for over 70 years.

► KNUTE strengths

- Leadership in education and top ranking positions
- Human capital
- Striving for perfection
- Systematic approach in its activity
- Internal education standards
- Financial stability
- Dynamism
- Advancing development
- Social significance of scientific research areas
- Business orientation in learning
- Effective students
- Developed infrastructure
- Modern material base
- Communicative activity
- Cooperation with authorities, enterprises, organizations
- Continuity of traditions
- Constant monitoring, identification, correction of all procedures and processes

► Next decades challenges

The processes of globalization, dynamic development of high-tech innovative society set new tasks for education. In order to fulfil them successfully we have to be aware of modern both inside and outside factors, main problems and threats which are going to influence educational activity during next decades:

- global instability
- rapid build-up of the amount and speed of information update
- economy and social area digitalization
- increased competition in education field due to proactive attitude of both domestic and foreign educational institutions
- stepping up of low quality educational services
- providers due to unification of knowledge transfer forms and methods
- drop of demand for educational services
- growth of demand for distant learning and online education due to spread of modern technologies
- reduction of state funds for education
- higher costs of educational institutions due to growing prices of resources
- low level of trust to domestic education and biased attitude to its quality at the international level
- others

The University development level reached in 2017 is the prerequisite for setting more difficult and responsible tasks on the way of turning education into an active and productive force, a powerful means of innovative development and highly qualified experts training quality improvement.

VISION: KNUTE IN THE FUTURE IS GOING TO:

.....
be the leader in the higher education in the country, a multifunctional university generating and providing modern knowledge, transferring it to students, creating long-term values, forming, supporting and developing resources for next generations;

.....
have a formed intellectual environment in order to build up, spread and support the knowledge, necessary to meet the needs of society, and oriented at developing advancing competences through a wide range of competitive specialties and specializations, various forms and interactive learning methods;

.....
acquire a complete autonomy in both developing education content and activity management;

.....
have the staff who are highly-qualified, creative, able to constantly develop;

.....
integrate into the international science and education system;

.....
achieve a high level of information disclosure;
ensure integrated information paperless space;

.....
meet the demand for research results in society;

.....
ensure high quality of education, individualization and interactivity of learning, use of online tools, virtual space, etc.;

.....
encourage creativity development, emotional intelligence formation, acquisition of students' multilingualism - future generators of sustainable society development;

.....
ensure competitive and selective approach in the selection of students, postgraduates, doctoral students, lecturers, including those invited from abroad;

.....
have the formed corporate ethics, based on academic values, traditions and freedoms, create an atmosphere in which the constructive attitude to a new idea will be the most significant value;

.....
provide legal culture, support and protection of copyright to objects of their intellectual property, stimulation of innovation activity;

be an authoritative informational, educational, intellectual platform for communication of the state, businesses, citizens, involvement of all stakeholders in the quality management of the educational process;

develop network of research, educational and business structures: scientific centres, parks, coworking spaces, laboratories, business incubators, etc.;

management on the basis of synergy from all resources mobilization in order to solve internal and external development problems, benchmarking;

carry on social and environmental responsibility activities.



► Strategic objectives and development priorities of KNUTE

The development strategy of Kyiv National University of Trade and Economics is based on regulations of the Constitution of Ukraine, the laws of Ukraine “On Education”, “On Higher Education”, “On Research, Scientific and Technical Activities”; Licensing Conditions for Educational Activities of Educational Institutions; the Ukraine – European Union Association Agreement; the Strategy for Sustainable Development “Ukraine 2020”; the Concept of the Development of the Digital Economy and Society of Ukraine for 2018–2020, and other national laws in the field of education and science; international documents on education: the Standards and Guidelines for Quality Assurance in the European Higher Education Area and others.

The Strategy will be implemented consistently through the development, enforcement and implementation of plans and programs of KNUTE’s activities for the respective periods (annual, long-term, others); integration into state, regional, sectoral activity strategies and plans followed by analysis, amendments and additions to this STRATEGY in the established order.

The key indicator of the strategy’s implementation should be the recognition by the society of the leading role of the University as a provider of intellectual resources capable of responding to national, European, and international challenges.



► The main tasks of the University's strategic development are:

- Further implementation of the current course on innovative development of a European-type University, providing training of high-skilled specialists, best adapted to fulfil professional tasks, business-oriented, intellectual and highly creative, linguistically competent, patriotic, and civically aware.
- Ongoing improvement of the Quality Management System, ensuring the quality of educational activities and the quality of higher education, implementation of higher education standards.
- Active integration into the global, European educational and scientific space; international cooperation, wide representation of research results in global scientometric databases. Ensuring the comparability of the organization and content of education at the University with the systems of education of leading European universities, expanding student and staff mobility.
- Development of sustainable communication and implementation of joint projects with employers, business environment; provision of scientific consulting, business education.
- Development of scientific activities, meeting the parameters of a research institution of higher education; constant updates of scientific research subjects aimed at social and economic development of the country; detection and filling of "niches" of the demand for scientific results.
- Expansion of the number of competitive educational (educational-professional and educational-scientific) programs, providing high quality of their content.
- Creating conditions for lifelong learning on the basis of flexibility, dynamism, and ability to adequately and quickly respond to labour market demands, to satisfy person-oriented demands.
- Optimization of the number of students in higher education, effectiveness of career counselling, expansion of graduate training programs.
- Ensuring the quality of the academic staff, increasing the effectiveness of training for scientific personnel, internships, professional development.
- Development of facilities and resources in order to ensure further improvement in the environment for the educational process and scientific activities, creative personality development, sports and education, increasing the level of comfort of living conditions.
- Providing conditions for formation of a harmonious personality, wellbeing and competitiveness of students.
- Formation of corporate culture, social and environmental responsibility, increasing motivation and ensuring safe working conditions.

*Development Strategy of KNUTE activities
is implemented according to priority directions*



► Priority. Improving the quality management system

Goal: to ensure the University's autonomy

Achievement method:

Development of components of the formation of autonomy and self-government.

Designing long-term development programs according to the types of the University activities (scientific, international, educational, methodological, etc.), taking into account the tasks and issues to be solved in the next decades.*

Concentration of efforts and resources on fulfilling government orders, ensuring the development of priority areas of activity.*

Optimization of territorially distributed scientific and educational structure of the University in order to fulfil the requirements of the Laws of Ukraine "On Education", "On Higher Education" and other legislative acts on the training of specialists according to the system of degrees in higher education, promoting the innovative development of the region (programs and plans of separate structural units).*

Improvement of the Quality Management System and Quality Assurance System for Educational Activities and Higher Education Quality.

Development of activity standards, standards of higher education and educational programmes of KNUTE.

Harmonization of quality management systems of local structural units of education with the basic educational institution according to the ISO 9001-2005 standards.

Development of democratic principles; improvement of functioning of collegial and advisory bodies; involvement of the Student Council, scientific community, and employers.

Ensuring transparency of activities, decision-making; staff, students, community awareness; development of corporate communication tools.

Implementation of KNUTE's information policy, digital transformation of all activities. Upgrading the standard-setting system, registers of document flow, electronic record management, integration of informational systems, elimination of barriers for free communication and transfer of information.*

Development of a unified digital corporate system of access and exchange, university web portal, personal account, including mobile versions.

Development and strengthening of partnerships, cooperation with government agencies, market structures, employers, and other stakeholders.

Development of the University marketing strategy, strengthening the University's brand image and improvement of the corporate style of the University's faculties and structural subdivisions.

► Priority. International partnership

Goal: integration into global educational and scientific space

Achievement method:

Improvement of the reputation of the University as the leader in economic education.

Building strategic partnerships with foreign universities and enterprises to expand scientific research and to provide interconnections through knowledge-sharing procedures.

Establishing new partnerships, intensifying and expanding priority areas of cooperation with existing partners – foreign higher educational institutions, establishments, and professional civic organizations.

Implementation of international education programs and long-term cooperation agreements, facilitation of student exchange with universities in Europe and elsewhere.

Development of activities with partner universities in the field of dual degrees, expanding the list of internship bases, ensuring student and academic staff mobility.

Stepping up organizational work on expanding the number of foreign nationals to be enrolled in the University.

Offering services related to the provision of higher and postgraduate education for foreign nationals.

Organization of training for foreign nationals to enter higher educational institutions in Ukraine and for Ukrainians nationals to study abroad.

Ensuring the awareness within the international community of the activities of KNUTE through the official site, social networks, informational booklets in English and other languages; participation of its representatives in international exhibitions, forums, and conferences.

Expansion of the list of measures for the integration of other countries' cultures into the University's educational and scientific activities with the involvement of students and postgraduates.

Development and implementation of annual programs for advanced study of English and other languages by undergraduate students, postgraduate students and academic staff of the University.

Expansion of international scientific and technical cooperation on the basis of mutually beneficial and equal partnership in the field of science, technologies, and innovations, expansion of subjects of fundamental research.

Development of scientific partnership, coverage of the results of joint research with foreign partners in monographs and scientific articles.*

Fostering active pursuit of new inventions by obtaining patents for inventions; development of international cooperation in the domain of intellectual activity; initiation of the practice of obtaining titles of protection for objects of intellectual property rights abroad.*

Establishing conditions for promotion of scientific and scientific and technical products on the international market by means of export of results of the University's scientific activities, training and retraining of foreign experts.

Strengthening the level of integration into the world and European intellectual space by increasing the number of international projects, objects of intellectual property, under joint supervision with enterprises and foreign institutions of higher education, attracting investments of international funds, institutions, civic organizations, etc. for the implementation of scientific programs.



► Priority. Development of partnership with stakeholders

Goal: to enhance social value of the activity

Achievement method:

.....
 Creating of the consistent interaction with the stakeholders in order to address the social problems and settle the university activity areas.

.....
 Consistent cooperation with state bodies, scientific institutions, business, industry, and the public in order to ensure their participation in the organization and implementation of the educational process, professionalization of educational, research and academic programs.

.....
 Diversification of scientific, cultural and civic contribution to the society.

.....
 Rapid adjustment to legislative, institutional, novel changes and transformations in the society by means of updating the content of specialists training programs and university activity.

.....
 Development of public-private partnership.

.....
 Creating conditions for consistent cooperation with the graduates as the university partners.

.....
 Adopting the practice of applied research of economic phenomena and processes in the priority areas of the economy at the commission of state authorities and business structures. Extending cooperation with the Institutes of the National Academy of Sciences of Ukraine, the National

Academy of Educational Sciences of Ukraine, as well as ministries, departments, regional state administrations and business structures on conducting collaborate research, sharing scientific work experience, implementation of scientific projects and conducting scientific events.*

.....
 Providing continuous assistance on the part of the scientists to state institutions by means of participation in the legislative process on improving educational and scientific activity, issues of social and economic development of the country, provision of consulting and educational services.

.....
 Involvement of investors and partners in implementation of complex scientific, educational and innovative projects.

.....
 Involvement of leading scientists, highly skilled specialists of ministries, departments, organizations and enterprises, as well as foreign professors and researchers to lecture on specific issues, to hold workshops and round-table discussions for PhD and ScD applicants.

.....
 Identification and reinforcement of the scientific research at the commission of business structures in the new, «niche» segments of scientific subject areas.*

► Priority. Advancement of science and innovations

Goal: to integrate science and innovation into the educational process, the contribution of the university to the social and economic development of the country and the world

Achievement methods:

Extending cooperation on creation of a common scientific information space; establishing collaborative creative groups for undertaking research projects supported by basic budget financing and other sources.

Creating conditions for the commercialization of the innovation activity and scientific research results, taking measures to enhance the interaction of science and production with a view of close partnership with business entities, aimed at the identification of their demand for scientific developments and large-scale implementation of the latter in the final production results.

Devising organizational legal and economic mechanism for the introduction of scientific consulting.*

Implementation of a new paradigm for the training of doctors of philosophy in cooperation with the institutes of the National Academy of Sciences of Ukraine, branch academies and leading higher educational establishments.*

Ensuring an increase (per one professor) of publications in Scopus and Web of Science international science and technology databases, impact-factor journals, domestic and / or international peer-reviewed journals, including for the purposes of providing university lectures with citation index.*

Sharing scientific information with executive state bodies, scientific organizations, centers,

scientific and technical development foundations, innovation development funds; attraction of potential investors and stakeholders.

Stimulating interaction with the compatriots engaged in scientific and innovative activities abroad, their active involvement in the implementation of joint scientific programs and projects.

Consistent activity with the purpose of collecting and regular update of the information on the scientific and educational projects at the university that require grant financing, as well as other possible sources of funding.

Activating grant activity on a regular basis; raising the level of competence of research and academic workers in preparation of grant applications and supporting the received grants.

Involvement of academic and branch institutions experts in the educational process, applying their scientific potential in innovative and scientific activity; creation of joint research centres for integrated scientific research.*

Establishing innovative structures of different types (scientific and technological parks, business incubators, clusters, small enterprises, etc.) on the basis of the combined interests of the high-tech companies, science, education, business and the state in order to undertake and implement innovative projects.*

Development of the scientific park project on the basis of a training and production centre with the realization of the university's scientific potential in the field of energy and resources saving technologies for the processing of crop, livestock, and aquaculture production.*

Working out a plan to bring performance indicators of the specialized academic councils with the right to accept for consideration and conduct dissertations defence for obtaining a scientific degree in compliance with the requirements of the Regulations on the accreditation of specialized academic councils; accreditation of specialized academic councils.*

Collaboration with the leading scientific schools of Ukraine by carrying out joint research, sharing scientific work experience, preparation of publications, bilateral review of scientific works, use of joint scientific projects results.

Regular activity aimed at identification of the most talented, advanced and students, motivated to conduct a research, and their admission to postgraduate studies;

Involvement of scholarship investments of stakeholders in the PhD students; encouraging creation of commercially attractive scientific products.

Development of the created and establishing new scientific schools in accordance with the specific character of the research stipulated in the educational programs of the new list of specialties.

Initiation and realization of large-scale, inter-branch scientific projects.*

Preparation of materials for obtaining state awards in the field of education, science, innovations, and others.



► Priority. Providing quality of educational activity and quality of higher education

Goal: to form the intellectual elite of the country

Achievement methods:

Ensuring the compliance of the quality of the educational process organization and content of the university with the documents of the European Higher Education Area, the practice of the leading universities of the world.

Continuous improvement of the educational activity quality assurance system and the quality of higher education as a component of the quality management system, the fulfilment of the KNUTE standards requirements.

The combination of educational, scientific and innovative activities in the educational process.

Efficient licensing and accreditation activity.*

Actualization of educational programs with the participation of stakeholders - external experts and students, ensuring compliance with the requirements of higher education standards, taking into account the results of professors' research, regional and corporate needs of the employers.

Realization of the «free trajectory» concept in the choice of disciplines and professors; expanding the list of optional disciplines.

Extending participation of self-government student bodies in forming the content of the optional component of the educational programs, organization of educational process, assessment of its quality, adaptation of freshmen to the system of university education.

Improving the quality of academic activity support, scientific content and professional orientation of disciplines.*

Ensuring the availability of all necessary resources

for the organization of the educational process, including the effective self-study work of students.

Computerization of the educational process, implementation of modern computer software, multimedia equipment, electronic databases, interactive means of conducting classes, trainings, elaboration of «electronic pedagogy» elements, distance learning, creation of virtual textbooks, workshops, etc.

Ensuring personal-oriented education, scaling of innovative educational range of tools (case studies, business games, webinars, simulation situations, audiovisual teaching methods, project method, storytelling, interviewing, brainstorming, workshops, modelling, training, modernization, etc.), gamization.

Engaging leading scientists, highly qualified specialists of ministries, departments, organizations, enterprises, banks, etc., foreign specialists in the educational process for teaching certain disciplines (topics), conducting workshops, round-table discussions, etc.*

Improvement of the system of assessment of students' knowledge through the consistent use of published criteria, rules and procedures, sociological research, diagnostic assessment of students knowledge, etc.

Enhancing the practical training of students to ensure the formation of competitive professional competencies, development of dual and other forms of educational mode, handling competence.

Use of a wide range of modern professional-oriented information products, operating enterprises databases, visual materials, experts participation, development of coworking activity.

Ensuring the effectiveness of part-time, extramural forms of training and their combination through the development of quality learning materials.

Development of various forms of interactive communication, distance education, use of online courses.

High academic mobility of students and teachers.*

Development of modern science-intensive original textbooks, manuals, workshops, reference books, encyclopedias, and other integrated teaching materials for all disciplines of the curricula by the professors and researchers of the University.*

Transformation of the library into the university intellectual and informational HUB with the efficient use of global information resources, a multidimensional collection of books, computer network, reference information apparatus, electronic publications, functioning discussion communication platform, information exchange.*

Use of the licensed information products - electronic journals, books, databases; access to well-known academic resources, databases and open access resources; practical familiarization with the library potential of webinars, trainings, videoconferences.

Improvement of the system of monitoring and assessment of learning outcomes, the level of acquired skills, the development of a feedback system with all stakeholders in the educational process, involving them in the development and improvement of the content of educational programs, curricula and disciplines.*

Compiling and publication of the ratings based on the results of the students, academic and research workers assessment on the University official website; providing motivation for the potential development on the basis of the given results.

Development of academic ethics, creation of an effective system of prevention and revealing of the academic plagiarism.

Scaling of an English-speaking environment; extension of the range and content of the educational programs in foreign languages taught in the university.



► Priority. Life long learning

Goal: to increase access to education for all social groups of population

Achievement methods:

Active participation in the functioning of the state Life Long Learning system, the development of forms and means of expanding access to higher education for all social groups of population, including those with special educational needs.

Ensuring further development of adult education within the Life Long Learning concept, meeting the high-quality standards.

Establishing a university business school, effective implementation of MBA programs.

Developing a pool of proposals and implementing innovative training programs, seminars, trainings, etc. to meet the needs of the business environment in the process of training competitive staff of entrepreneurs and managers.

Participation in the process of modernizing the civil service system of Ukraine, which is in line with the principles of public administration of the EU, to train highly skilled civil servants.

Further introduction of the latest information technologies, development of distance learning forms that will help ensure the effectiveness of the educational process for the adult students, ensuring their mobility in work and education.

Expanding the network of foreign partner universities to develop and implement joint programs of postgraduate education, internship, advanced training; introduce international educational projects, grants.

Developing qualification programs for civil servants, representatives of various branches of economy, education, business; implementing training programs and programs confirming qualifications in accordance with the requirements of professional standards (professional passports).

Establishing the Centre for provision of scientific and educational consulting services to support small and medium-sized business as a part of Institute of Higher Qualification. It will handle conducting trainings, seminars, consultations on issues of effective business activities, overcoming crisis, developing management, marketing, advertising, etc.

► Priority. Engaging higher education students

Goal: to form a motivated higher education student body with high performance indexes

Achievement methods:

Development and implementation of long-term plans for licensing educational activities and accreditation of educational programs.*

Extending the list of Bachelor and Master programs, PhD programs, and spreading the list of educational programs taught in languages of international communication.*

Improving the University admission system by state orders and agreements with legal entities and individuals, taking into account changes in the number of future students and the situation in the labour market.

Implementing the individualization of career advice, developing the pre-university professional trainings in schools, lyceums, colleges, centre of pre-university training, etc.

Providing creative occupational guidance work, advertising and educational work to attract prospective students of different ages to the University.

Increasing the student via developing the multigrade system of education.*

Popularizing information on the KNUTE advantages and achievements through corporate media, social media expansion, collaboration with media organizations, student contact groups.

Diversifying forms which familiarize prospective students with the peculiarities of the university studies: open days, hospitality days, workshops, contests, competitions, festivals, etc., development of advisory assistance.



► Priority. Staff quality

Goal: to improve staff performance in order to realize the University tasks and objectives

Achievement methods:

Complying the requirements of the Licensing Conditions of conducting educational activities and the criteria for confirming the status of a national institution of higher education.*

Increasing the share of faculty members with scientific degrees and titles, state science award prizewinners, members of the National Academy of Sciences, branch academies, foreign scientific and educational organizations, representatives of leading research schools, and experienced professionals.*

Ensuring a forward-looking character of advanced training, internship of the faculty members and administration staff according to the needs of the education system reform and social development challenges.*

Improving the effectiveness of postgraduate and doctoral studies; ensuring the preparation of postgraduate and doctoral theses to the deadlines; expanding the list of postgraduate and doctoral programs.*

Formation of the management staff reserves of all the structural subdivisions of the University, regional educational institutions, and faculty members.

Establishing conditions for mastering pedagogical skills, innovative educational technologies, implementing the competence approach, student centrism, scientific growth, improving the level of foreign languages, mobility, stimulating the development of original courses.

Providing opportunities for the educational process participants to learn English and other foreign languages (language courses, educational programs in foreign languages, educational, arts and culture competitions).*

Developing constructive attitude of employees to new ideas, and ability to produce and implement them; stimulating compliance with the principles of academic integrity.

Promoting scientific internship of post-graduate and doctoral students, lecturers, researchers in the leading higher education and scientific institutions of the world; conducting scientific researches abroad.

Advanced training of the faculty members in the areas of teaching and learning activities, subdivision managers - in the field of innovative methods of corporate, strategic, financial, personnel and quality management.*

Developing forms of moral and material incentives for the educational process participants.

► *Priority.* Financial provision of development

Goal: to ensure stable financial and economic environment in order to meet priorities development and establishing long-term values

Achievement methods:

Ensuring stable financial and economic performance, sustainable and economical use of resources to maintain priorities development.

Observing the principles of targeted and efficient use of funds.

Diversifying sources and forms of financing, optimizing revenue structure, increasing transparency of the formation and spending of fiscal resources.

Developing a new financial culture in accordance with the provisions of the Laws of Ukraine «On Education», «On Higher Education» and other regulations.

Financing the purchase of scientific and educational equipment, computer software involving various sources of funding, investors and other interested parties.

Creating innovative structures of educational, research, training, scientific and production subdivisions, participating in formation of the authorized capital of innovative structures such as scientific parks and business incubators.

Establishing an endowment fund of the University.

Investing in highly essential, priority and strategically important areas of the University activities.

Ensuring transparent monitoring of financial resources distribution and use, regular internal financial audit and unveiling its results.

Growing revenue due to the increased share of contract researches, raising the number of paid educational services (distance learning, life-long learning, summer schools, certification programs, attracting foreign students, etc.), fundraising and joint projects with partner universities.

Priority funding of the creation and development of a range of social and household, sports and recreational, medical and preventive, cultural and artistic structural subdivisions.

► Priority. Facilities and social sphere development

Goal: to provide favourable environment for students' and employees' education, life, work and creative development

Achievement method:

Concentration of financial and material resources to secure key priorities.

Providing efficient use of materials, energy, safety and reliability of buildings, constructions and utility systems; improvement and usage of more power-efficient equipment and control devices; heating system reconstruction.

Providing equipment and devices for scientific research; provision of all the necessary facilities for new educational and research laboratories, modernization of the laboratories.

Development and improvement of sports and health facilities through maintenance and engineering support of the current facilities and construction of the new ones.

Reconstruction of sports grounds within the territory of the University campus, creating a sports zone close to Building L and the other ones.

Creating parking places for personal eco-friendly means of transport (bicycles, hover boards, electric scooters, etc.)

Improving hygiene and sanitary labor conditions through air conditioning system reconstruction, classroom and service room maintenance and engineering support.

Upgrading computers in the classrooms and rooms for tutors, employees and students.

Modernization of Training and Production union and other unions, establishing new food services for employees and students, diversifying public services.

Maintenance and repair of the heating system, roof, engineering facilities of the educational buildings and dormitories.

Setting into operation the dormitory №7.

Repair and maintenance of dwelling rooms and other units of the dormitories.

Repair of the dormitories № 5, № 6 exterior design.

Total renovation of the buildings L, M, N, R and Radun Research and Production complex.

Business school facilities.

Modernization of the engineering support of the Congress Centre Assembly Hall stage, installing demonstration screen.

Reconstruction of Soniachna and Soniachna Lahuna recreation facilities, that are situated on the Black sea coast, coastal protection, surrounding area arrangement.

Making arrangements for land allocation, design and reconstruction of buildings and structures, Scientific and Research Centre land improvement in Khorly village, Kherson region.

Projecting and providing facilities for KNUTE Scientific Park creation and operation.

Providing classrooms repair and technical equipment according to annual plans on repair and construction.

Improvement of University campus landscape

design; decoration, landscape gardening of the area close to the buildings and structures of the territory.

Establishing financial and economic mechanisms to provide finance and resources for University functioning in case of temporary problems with learning services revenue.



► Priority. Creating conditions for personality development, skills and talent realization

Goal: to form harmonious personality, wellbeing and competitiveness of students

Achievement method:

.....
To form universal human values, culture, spirituality, love of the country, healthy lifestyle and ethical conduct of the students.

.....
Bringing up personalities who consider themselves to be the representatives of the Ukrainian people, modern European civilization, who understand the fundamentals and prospects of social and cultural dynamics, who are ready to live and work in the changing world, who are socially and ecologically responsible.

.....
Shaping a modern mindset, creativity and individual scientific knowledge development, self-education, self-realization of the personality and healthy lifestyle.

.....
Promotion of legal culture, students training to actively resist anti-social behavior, crimes, immorality, cruelty and plagiarism.

.....
Encouraging voluntary spirit, charity and mercy, support of foster homes, orphanages, donation of blood, and participation in charity campaigns.

.....
Professional and labour education of students through shaping conscious attitude to education as a basic form of labour activity while studying at the University, respect for the state property; following the norms and regulations of the dormitory, participation in the site improvement campaigns.

.....
Preventive and health promoting attitude to prevent students' harmful habits; providing psychological support of the education, stressful situations; engaging students in creative, sports, leisure and cognitive activity.

.....
Activities to develop students' harmonious personality: artistic and aesthetic education of students via participation in creative clubs, themed evenings, creative and intellectual contests, games, debates, meetings with artists, visiting museums, theatres, exhibitions etc.

.....
Diversifying sports and health clubs, activation of sports clubs, holding University Olympics, constant provision of gyms with equipment, creation and installation of new sports zones.

.....
Development of high-level sport, enabling favourable environment for training, competitions and providing all the necessary sports equipment.

.....
Activation of cooperation and assistance to student government bodies while performing their duties under The Law of Ukraine On Education.

.....
Creating all the necessary conditions for the students to realize their skills and talents; development of cultural and artistic centers and events.

.....
Preserving and increasing moral, cultural, scientific values and achievements of humanity, spreading knowledge among people, raising educational and cultural level of citizens.



► Priority. Social responsibility

Goal: employees' and students' social welfare, social responsibility of the University to individual and collective consumers, society; transparency of activity

Achievement method:

Raising the level of the employees' welfare, degree of freedom, and social responsibility of the University to individual and collective consumers, society, community and employees.

Implementation of the social program aimed at achieving social goals concerning timely payment of salary, improvement of the system of moral and financial remuneration for the employees and students; support of people in need, labour protection and infrastructure development etc.

Securing transparency of enrolment and graduation procedures, hiring, postgraduate and doctoral entrance process, awarding a rank, credentials to honours and awards.

Forming an open systematic dialogue of the administration with all the team members and students.

Cooperation with the trade union of KNUTE employees and students on creating and implementing the Collective Contract.

Supporting and facilitating student self government development.

Supporting the Supervisory board of the University, civil control.

Publishing all the aspects of University operation, implementation of rights and performing the duties on the official website, information boards and other information means.

Developing corporate channels of information and communication (official website, *Universytet i Chas* Newspaper, KNUTE Chasopys Research Journal, magazines and other media).

Enhancing and raising efficiency of university media coverage.

Supporting the environment free from extortion and bribery, academic plagiarism, administrative position abuse, favouritism and protectionism etc.

Stimulating spread of knowledge on global social responsibility.

Supporting initiatives and developing activities directed at environment protection, promotion of sustainable power efficient technologies in all the spheres of human life.

Initiating and developing social cooperation of all the members of the society who are interested in the University operation.

**Note: implementation requires the development of the plan of actions/activity plan*



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