MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

BOGDAN KHMELNITSKY MELITOPOL STATE PEDAGOGICAL UNIVERSITY

DEVELOPMENT STRATEGY

Of Bogdan Khmelnitsky Melitopol State Pedagogical University for 2023-2028

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ЗМІСТ

Більше, ніж університет!

Bogdan Khmelnitsky Melitopol State Pedagogical University (hereinafter referred to as Bogdan Khmelnitsky MSPU, the University) is an educational, scientific and socio-cultural centre of the south-east of Ukraine, founded in 1923. Over the course of its 100-year history, Bogdan Khmelnitsky MSPU has developed a large scale and a wide range of activities: training of highly qualified specialists; development of fundamental and applied scientific research; joining international research and educational networks; harmonisation and organisation of the socio-cultural space of the region.

The full-scale armed aggression of the Russian Federation against Ukraine has radically changed the realities of the University's educational activities: temporary relocation of the higher education institution from occupied Melitopol to frontline Zaporizhzhia; loss of material and technical facilities; dispersion of participants in the educational process within Ukraine and abroad; organisation of educational activities in conditions of uncertainty, etc. However, thanks to the active civic position of academic staff and students, the experience of online education and an effective system of internal and external communications, and the preservation of stable strategic partners, the University's educational activities have continued successfully. Since May 2022, Bogdan Khmelnitsky MSPU has been a temporarily relocated higher education institution and operates on the basis of the Khortytska National Training and Rehabilitation Academy of the Zaporizhzhia Regional Council

(Order of the Ministry of Education and Science of Ukraine of 12.05.2022 No. 431).

Today, the structure of Bogdan Khmelnitsky MSPU includes the Educational and Research Institute of Social, Pedagogical and Art Education, 4 faculties (Faculty of Chemistry and Biology, Faculty of Natural Geography, Faculty of Philology, Faculty of Informatics, Faculty of Mathematics and Faculty of Economics). There are 21 departments at the faculties and the Educational and Research Institute.

In accordance with the Licence to carry out educational activities in the field of higher education (Order of the Ministry of Education and Science of Ukraine dated 11.02.2021 No. 17-l), the University trains specialists in three levels of higher education: the first (Bachelor's) - in 35 specialities (50 educational programmes); the second (Master's) - in 28 specialities (42 educational programmes); the third (Educational and Scientific) - in 9 specialities (9 educational programmes). New educational programmes were opened under martial law: «Coaching in the chosen sport»; «Special education. Speech Therapy»; «Clinical and Rehabilitation Psychology»; «Out-of-school education»; «Sociology and Psychology of Municipal Policy»; «Development of Productive Forces and Regional Economy».

Bogdan Khmelnitsky MSPU is a powerful center for realization scientific-research and educational-scientific projects, which are carried out both under the state budget financing and under international programs, grants. Various directions of scientific activity not only create a positive image of our University, but also contribute to the fact that the university communityMakes an important contribution to the development of national and world science. ScientificActivity in MSPU named after Bogdan Khmelnitsky is an integral component of educational activities and is carried out in the following areas: state certification of the University in terms of scientific (scientific and technical) activities; scientific activity of departments, centers and laboratories; implementation of research works financed from the state budget; issuance of scientific journals of free access; publication activity of employees of national and international publications, as well as in indexed world science databases (Scopus, Web of Science); participation of the University in international and national ratings; organization and holding of conferences, seminars and other scientific events of various levels; activities of the Technology Transfer Center; training of scientific and scientific-pedagogical personnel; activities of Radymolodyh scientists and the Scientific Society of students, graduate students, doctoral students andYoung scientists of the University.

Currently, the University is an active participant in five European consortia established to implement Erasmus+ projects: 101083077 Universities-Communities: strengthening cooperation (UniCom); 101083203 Bringing Opportunities and Organisational Success To Small Local Universities in Ukraine (BOOST); 101082858 MOOC-based micro-credentials for teacher professional development (CRED4TEACH); 101129379 Boosting university psychological resilience and wellbeing in the (post-)war Ukrainian nation; 101083321 Strengthening the EU common values through the policy of multilingualism in the education and training of future teachers. The university is working effectively to expand international academic cooperation, with 35 international cooperation agreements in place with educational and research institutions in France, the United States, Poland, Bulgaria, Austria, Switzerland, Turkey, and others. The university successfully implements intercultural projects in cooperation with the Council of Europe: «Ethnic Communities and Commonality: The Key to Civic Engagement and Trust» and «Supporting the Reform of the Legislative Framework on National Minorities and Strengthening the Resilience of National Minorities in Ukraine».

The University continues to implement the third mission, namely, fruitful cooperation with the city authorities, public organisations, business structures and various social institutions. In order to implement common tasks for the post-war development of the region, the academic staff are members of the working group on the preparation of the Melitopol De-occupation Plan and provide support for the implementation of the Melitopol Intercultural Integration Plan. The educational, cultural, educational and sports work of teachers and students in the centres of the Open Space of Help «It's Here» of the Melitopol City Council, located in Zaporizhzhia, Lviv, Kyiv and Dnipro, is also effective.

In the context of the full-scale armed aggression of the Russian Federation, the University created a public organisation «We help the patriots of Ukraine: now and always!», whose members actively joined the support and assistance to the Armed Forces of Ukraine. After the higher education institution moved to Zaporizhzhia, the Centre for Promoting the Development and Functioning of the Ukrainian Language resumed its activities and a student language ombudsman was elected. An extensive system of educational work aimed at forming a patriotic, conscious, developed, highly educated personality continues to be active. The student self-government of the University works hard and tirelessly for the sake of Victory.

Bogdan Khmelnitsky MSPU maintains a high level in international and national rankings: according to the results of the Webometrics Ranking of World Universities 2023, the University is the leader among Ukrainian higher education institutions in terms of activity in the Internet space; according to the academic ranking of higher education institutions of Ukraine «Top 200 Ukraine 2023», the University took 75th place, and among pedagogical universities - honorary 4th place. At the XIII International Exhibition «Modern Educational Establishments - 2022», the team of Bogdan Khmelnitsky MSPU received the honorary title «Leader of International Activities», the Grand Prix Diploma «International Activities» and the Gold Medal; at the XIV International Exhibition «Modern Educational Establishments - 2023» - the Grand Prix «Higher Education of Ukraine» and Gold medal in the nomination «Model of STEM - educational institution: strategies, structure, directions and forms of activity».

2. CONCEPTUAL FOUNDATIONS OF THE UNIVERSITY DEVELOPMENT STRATEGY

The Development Strategy of Bogdan Khmelnitsky MSPU for 2023-2028 defines the functional areas, priorities and tasks of the higher education institution, which has a unique combination of a modern European approach and classical pedagogical traditions, national and international recognition, and a powerful educational team. The University Development Strategy for 2023-2028 continues to implement the main positions laid down in the previous conceptual document - the Development Strategy for 2013-2023.

The development strategy of Bogdan Khmelnitsky Melitopol State Pedagogical University for 2023-2028 was developed under the legal regime of martial law as a result of the full-scale aggression of the Russian Federation against Ukraine. This strategy reflects the realities and aspirations of the higher education institution not only to preserve the achievements of previous years, but also to ensure sustainable development in the context of post-war reconstruction of the country.

The Development Strategy of Bogdan Khmelnitskyi MSPU for 2023-2028 has been elaborated in accordance with the current legislative and regulatory documents: The Constitution of Ukraine, the Law of Ukraine «On Education», the Law of Ukraine «On Higher Education», the Law of Ukraine «On Scientific and Scientific and Technical Activities», the Human Development Strategy, the National Strategy for the Development of Barrier-Free Space until 2030, the Strategy for the Development of Higher Education of Ukraine for 2022-2032, the Strategy for the Development of Innovation Activities until 2030, the Concept of Security of Educational Institutions.

The University's development strategy for 2023-2028 is coordinated with the internal regulations of the higher education institution: Statute of Bogdan Khmelnitsky MSPU, Collective Agreement between the administration and the trade union committee of Bogdan Khmelnitsky MSPU for 2021-2024, etc.

The mission of Bogdan Khmelnitsky MSPU is to serve the people of Ukraine by generating new knowledge for the successful socio-economic and cultural development of the country, engaging young people in this process, training professionals of the future, creating a centre for freedom of intellectual creation, preserving and disseminating national and world cultural ideals, values and principles of freedom, and actively joining the educational European integration.

Mission - message:
«100 years of Invincibility!»

Vision - the message:
«More than a university!»

The vision:
- Bogdan Khmelnitsky Melitopol State Pedagogical University is a modern, innovative, educational, scientific, cultural and educational centre of the south-east of Ukraine.
- The university is a model employer in the city and region.
- The University is a higher education institution that provides integrated, culturally relevant and dynamic formal, non-formal and informal lifelong learning.
- The University is a higher education institution that provides quality educational and scientific content in the context of information, technological and value changes in society.
- The University is a higher education institution that conducts disciplinary, interdisciplinary and interdisciplinary research at the national and international levels, identifying trends in the development of modern education and science.
- The University is a higher education institution that forms intellectual capital, modern young professionals, ensures personal and professional growth of the adult population, and promotes the achievements of science, technology and the latest technologies.

- The University has extensive educational, scientific and socio-cultural ties in the Zaporizhzhia region, Ukraine and abroad.
- The University is a model of an open, barrier-free higher education institution with an inclusive environment accessible to all participants in the educational process.
- The University provides a balanced socio-cultural environment for the post-war reintegration of various social groups.
- The university is an ambassador of Melitopol in Ukraine and the world.

Key values and principles of the university community:

- democracy;
- rule of law;
- person-centredness;
- humanism;
- patriotism;
- progressiveness;
- barrier-free;
- academic freedom;
- academic autonomy;
- academic integrity;
- student-centredness;
- innovativeness;
- tolerance;
- cohesion.

3. FUNCTIONAL AREAS OF THE DEVELO-PMENT STRATEGY OF THE UNIVERSITY: PRIORITIES, TASKS, CONDITIONS AND IMPLEMENTATION MEASURES

3.1. Functional area «EDUCATION AND SCIENCE»

Strategic priority 1. Ensuring quality educational services

Tasks: improve the internal system of quality assurance in higher education.
Conditions and measures of implementation:
1. Promoting and encouraging formal, non-formal, informal and dual education.
2. Adherence to student-centred learning approaches in the organisation of the educational process.
3. Expanding cross-entry, joint interdisciplinary and dual degree programmes and other forms of education.
4. Creating joint (double) degree programmes with foreign partner universities.
5. Attracting foreign teachers to work at the University.
6. Promoting the principles of academic integrity, improving mechanisms for detecting violations of academic integrity and procedures for bringing to academic responsibility in cases of non-compliance.

Strategic priority 2. Meeting the current needs of the capital market for qualified specialists

Tasks: implementation of educational programmes involving stakeholders and international partners.
Conditions and measures of implementation:
1. Establish an analytical department to study market needs, and establish mechanisms for interaction with the guarantors of educational programmes and the Department of Organisational and Educational Work and Professional Guidance of the University's youth.
2. Formation of a system for monitoring the supply and demand for higher education specialists in the labour market.
3. Development of partnerships with employers, NGOs, centres with different vectors of activity, consortia and other associations for internships and practice of higher education students.

Strategic priority 3. Improvement of the distance education system

Tasks: effective use of digital (distance) technologies in the educational process.

Conditions and measures of implementation:

1. Developing and implementing fundamentally new forms and digital methods of distance learning, taking into account the health-preserving environment
2. Implementation of a flexible online learning outcomes assessment system.

Strategic priority 4. Combining education and research

Tasks: to ensure the combination of teaching and research in the implementation of educational activities.

Conditions and measures of implementation:

1. Development of various forms of implementation of the research component and research-based methods in accordance with the specifics of educational programmes and aimed at improving their quality.
2. Use of individual and collective scientific achievements of research and teaching staff and higher education students in the educational process.
3. Use by academic staff of their own scientific achievements and modern practices to modernise the content of education (educational components, educational programmes, learning and teaching processes), taking into account the trends in the development of specialities and industries.
4. Updating the content of education to meet the growing need to develop innovative and critical thinking, entrepreneurial and leadership skills, and to create flexible educational pathways based on a student-centred approach.

Strategic priority 5. Interdisciplinarity and multidisciplinarity of educational and research programmes, freedom of choice and formation of individual educational trajectory

Tasks: to create interdisciplinary and multidisciplinary educational and research programmes with active involvement of all participants in the educational process; expanding opportunities for students to form individual educational trajectories.

Conditions and measures of implementation:

1. Creation of interdisciplinary and multidisciplinary educational programmes aimed at training specialists in both traditional

professions and professions of the future in accordance with current and future priorities of society and the national economy.

2. Creation of interdisciplinary and multidisciplinary research programmes for applicants and research and teaching staff with a focus on achieving socially valuable results.

3. Constant updating of opportunities for the formation of an individual educational trajectory by applicants in both educational and extracurricular activities.

Strategic priority 6. Focusing the University's research and innovation activities on the needs of the community and business

Tasks: to cooperate with the community and business on the basis of the development of science, innovation, effective implementation of new socially useful knowledge and technologies.

Conditions and measures of implementation:

1. Implementation of socially useful research, educational, scientific, innovative projects and start-ups with the involvement of participants in the educational process and stakeholders aimed at solving real and specific problems that arise at the institutional, local, regional, national levels in the context of the war and post-war recovery of Ukraine.

2. Creation of a communication platform for the education and integration of the national elite, formation of national identity, generational vision of the future, its discussion and dissemination through public and academic discourse.

Strategic priority 7. Development of research, technology and innovation potential

Tasks: create conditions for the sustainable development of the University's scientific potential.

Conditions and measures of implementation:

1. Strengthening the material and technical support of scientific laboratories, research and educational centres and centres of the University.

2. Strengthening the publication activity of research and teaching staff in professional scientific journals of categories «A» and «B», foreign periodicals of countries and organisations for economic cooperation and development.

3. Active involvement of research and teaching staff in individual and collective scientific and technical work under international

cooperation projects, business contracts; participation in competitions for projects of basic research applied research and scientific and technical (experimental) developments to create opportunities for increasing the volume of revenues to the special fund of the University.

4. Promoting the involvement of applicants of all levels and young scientists in competitions for basic research projects, applied research and scientific and technical (experimental) developments, national and international scientific and educational competitions, start-ups and other innovative events that contribute to the unlocking of youth potential.

3.2. Functional area «STAFF - 2028»

Strategic priority 1. Staffing of activities in the conditions of martial law and post-war development of Ukraine

Tasks: to ensure the staffing of scientific and pedagogical staff in accordance with the Licensing requirements for the conduct of educational activities.

Conditions and measures of implementation:
1. Improving the system of rating assessment, moral and material incentives for academic staff to encourage their professional development and self-realisation.
2. Continuous improvement of the professional level and pedagogical skills of research and teaching staff.
3. Ensuring the implementation of the academic integrity policy.
4. Development of university corporate culture.
5. Development and implementation of the programme "Staff 2028. Academic and teaching staff"

Strategic priority 2. Preparing a highly professional and competitive talent pool of young scientists

Tasks: to develop and implement a system for attracting talented young people to the academic staff; to promote their professional growth, etc..

Conditions and measures of implementation:
1. Creation of academic and scientific personnel reserve from graduates of internal postgraduate studies.
2. Supporting young researchers in obtaining international research grants, grants from the President of Ukraine, awards from the Cabinet of Ministers of Ukraine, national and sectoral academies of sciences, and participation in competitions for state-funded

research and development for young scientists.

3. Development and implementation of the programme «Staff 2028. Young Scientists» programme.
4. Holding scientific and methodological competitions «Young Teacher» and «Young Researcher».
5. Supporting the activities of the Council of Young Scientists of the University.

Strategic priority 3. Continuing education of research and teaching staff

Tasks: to ensure the professional development of research and teaching staff, taking into account current trends in the development of education and science, labour market needs and social challenges.

Conditions and measures of implementation:

1. Implementation of a system of continuous professional and personal growth of academic staff through formal, informal and non-formal education.
2. Monitoring and analysis of the compliance of academic and professional qualifications of academic staff with the content of the disciplines they teach.
3. Encouraging academic staff to undertake advanced training and internships, in particular in areas related to information and communication technologies, foreign language competence, marketing and management in education.
4. Development and implementation of the academic staff profile in Ukrainian and English.
5. Implementation of a foreign language learning system for academic staff and employees through international projects, grants, volunteer offers, etc..

Strategic priority 4. Development of HR (human resources) - competence of heads of structural units and team interaction in structural units of the University

Tasks: to increase the level of managerial competence of the University's senior staff.

Conditions and measures of implementation:

1. Improving the system of management training for senior management and promising leaders (talent pool).
2. Implementation of a procedure for evaluating the management performance of the University's senior staff.

3. Development and publication of profiles of heads of structural units on the official website of the University.
4. Participation in international exchange programmes and internships for executives.
5. Conducting trainings on effective team building.
6. Introduction of a system of key performance indicators in the contracts of the University's management.

3.3. Functional area «INTERNATIONALISATION"

Strategic priority 1. International and project activities of the University

Tasks: expand the range of international cooperation and signing of international cooperation agreements.

Conditions and measures of implementation:
1. Development of the University's internationalisation by studying foreign experience of international cooperation and expanding the geography of international cooperation with foreign educational and research institutions, organisations, foundations, etc.
2. Strengthening the University's ties with international educational and scientific partners through joint research, conferences, seminars, and trainings.
3. Enhancement of international topics in educational programmes, ongoing monitoring of the quality of educational services in line with international standards.
4. Expanding the range of scientific communication of the University's academic staff with representatives of the academic community of different countries of the world by increasing the level of publication activity, namely: coverage of the results of joint research in international publications.
5. Expanding the scope of project activities and increasing the number of international grant applications, strengthening the search for grant opportunities.
6. Establishment of centres for free learning and deepening of English language skills to actively engage academic staff in international activities and prepare English-language publications based on the results of international research and projects.

Strategic priority 2: Academic mobility of research and teaching staff and students

Tasks: to intensify the academic mobility of participants in the educational process.

Conditions and measures of implementation:

1. Promotion of academic mobility programmes for research and teaching staff as a way to improve their skills in the context of global trends in the development of science.
2. Expanding the geography of academic mobility for higher education students as a key to acquiring new unique professional competencies and increasing future competitiveness in the international labour market.
3. Involvement of higher education students and research and teaching staff in the context of global trends in education and science development by increasing the number of academic exchange programmes through the signing of bilateral agreements with foreign partners.
4. Developing joint educational and double degree programmes with foreign partners to integrate into the global educational space and increase the country's intellectual potential.
5. Strengthening of international, cultural and professional dialogue, popularisation of the University outside Ukraine by expanding the contingent of applicants at the expense of foreign applicants.

Strategic priority 3. Image of the University at the international level

Tasks: promote the results of international activities and disseminate the results of research projects and grants.

Conditions and measures of implementation:

1. Implementation of the international vector of the University's image policy by presenting its own achievements at international educational and scientific events (exhibitions, forums, conferences, etc.).
2. Openness and integration of the University into the international educational and scientific space through the promotion of achievements, dissemination of the results of research projects and grants in international professional circles and among the public.
3. Awareness of higher education students and academic staff of the University about the opportunities to participate in international projects and grants.

4. Updating information in English about scientific achievements in the international arena on the official website of the University and in social networks.
5. Monitoring of the implementation of the University's international image policy, its adaptive adjustment taking into account the identified assessments and opinions of stakeholders.

3.4. Functional area
«DIGITAL TRANSFORMATION»

Strategic priority 1. Digitalisation of the educational process

Tasks: update and maintain a quality digital learning environment.
Conditions and measures of implementation:
1. Expanding the capabilities of the Moodle LMS through the introduction of adaptive learning modules for higher education students.
2. Formation of a database of e-learning materials to support the educational process using distance and blended learning.
3. Arrangement of lecture halls for conducting classes in a mixed format.
4. Ensuring that the composition and scope of information and library resources meet the information needs of users.
5. Implementation and support of the system of remote free choice of elective educational components.

Strategic priority 2. IT infrastructure

Tasks: upgrade computer and multimedia equipment in classrooms.
Conditions and measures of implementation:
1. Updating computer hardware and software
2. Modernisation of the data transmission network.
3. Implementation and ensuring the effective functioning of the University's cloud environments.
4. Connect to a faster internet connection.

Strategic priority 3: Digital management systems

Tasks: implement digital management systems and a unified digital microclimate.
Conditions and measures of implementation:

1. Introduce an electronic document management system in the educational process to reduce the level of bureaucracy in the work of teachers.
2. Creation of digital document archives.
3. Promoting the creation of innovative digital products and start-ups.
4. Implementation of a digital management system based on automation of reporting and analytics of web resources of a scientific institution.
5. Establishing cooperation with business communities and international organisations to strengthen the University's digital capabilities.

Strategic priority 4. Cybersecurity

Tasks: to develop and approve the information security policy of the University in accordance with the requirements of the legislation of Ukraine.

Conditions and measures of implementation:
1. Development and approval of the University's information security policy.
2. Implementation of a data protection and cyber attack prevention programme.
3. Taking measures to educate users on cybersecurity rules.

3.5. Functional area «EFFECTIVE COMMUNICATION AND QUALITY INTERACTION"

Strategic priority 1. Effective internal communication between participants in the educational process

Tasks: to create an extensive system of internal communications, to form a conscious position of the carriers of the University's brand reputation among the participants of the educational process.

Conditions and measures of implementation:
1. Improvement of the internal communication system in the management of the University's educational activities through official resources and alternative tools (social networks, electronic applications, interpersonal communication services, etc.)
2. Development and publication on the official website of an information guide of Bogdan Khmelnitsky MSPU containing unified data on corporate communication channels, digital platforms and tools for organising educational activities at the University.
3. Ensuring the availability and timeliness of information on
the activities of all departments of the University, namely:
   - discussion and decision-making on the development of

academic freedoms, academic integrity, organisation of the educational process, research; internal management, economic and other activities
- selection and placement of personnel;
- procedures for the implementation of decisions;
- procedures related to the functioning of structural units, etc.

4. Development and implementation of a set of measures for branding and marketing of the University in the domestic and international market of educational and scientific services.
5. Implementation of end-to-end branding of the University on the information resources of the higher education institution; promotion of the University brand in the global educational space.
6. Development of the English version of the University's official website; use of social networks and other Internet opportunities for advertising and information activities.
7. Creation of a virtual museum of the University's history «100 Years of Invincibility».

Strategic priority 2. High-quality external communication with applicants, alumni and stakeholders

Tasks: organise communication with target audiences to form a pool of potential applicants; ensure a system of communication with alumni and stakeholders.

Conditions and measures of implementation:
1. Establishment of sustainable external communication through the official website of the University, University pages and personal pages of teachers in social networks, etc..
2. Optimisation of the career guidance system, taking into account the challenges of the war situation (relocation of the University, increased competition from universities located in the territory controlled by Ukraine, attractiveness of EU education for employment and emigration, unfavourable demographic situation in the country, etc).
3. Formation of a contingent of bachelor's degree applicants through comprehensive professional orientation (involvement of students in the diversity of university life; implementation of the virtual project «Open University»; holding university competitions; Open Days Days of Open Doors «Stay at MSPU: Open day University»; online marathon for the preparation of pre-national testing «Club of Successful Applicants. NMT for all 200»; coordination of research activities of students of the Small Academy of

Sciences), advertising, information and campaigning activities, etc..

4. Formation of a contingent of applicants for master's degree through comprehensive professional orientation (holding methodological seminars, round tables, focus groups with stakeholders; involvement of higher education applicants in regional job fairs; holding an online marathon «MSPU-Expo-2024» and interactive online meetings «Ask a graduate»), advertising, information and campaigning activities, etc.

5. Presentation of educational, scientific, social activities of the University, holding offline career guidance events at the place of temporary stay of academic staff and students.

6. Implementation of an effective system of support for the employment of university graduates and continuous monitoring of their career paths.

7. Creating a Career Navigator online platform for effective communication between graduates and employers, holding Career Days, CV consultations, etc.

8. Organising effective interaction with the University Alumni Association.

9. Promoting the activities of the Supervisory Board of the University.

10. Involvement of public representatives in the formation of educational policy and management of Bogdan Khmelnyisky MSPU.

Strategic priority 3. The third mission of the University is communication with the community

Tasks: to ensure an effective partnership between the University and the community in order to develop citizenship, national identity, and promote European integration, taking into account the multicultural diversity of the region.

Conditions and measures of implementation:

1. Study of modern European and world experience of interaction between academic institutions and society, creation of guidelines for the development of the third mission of the University at the regional and state levels, formation of knowledge and practical skills for the implementation of cooperation between the University and the community.

2. Participation of research and teaching staff and students of the University in working groups, commissions, committees established by the authorities and local governments to address social and cultural issues of the present and post-war development of the Zaporizhzhia region and the city of Melitopol.

3. Strengthening the participation of higher education students in the implementation of the third mission of the University as

part of their professional education within the framework of educational programmes and through non-formal education, etc.

4. Implementation of projects that promote understanding of the value of lifelong learning, raising awareness of the importance of adult education for improving the quality of their own lives and for the development of the region in which they live.

5. Diversification of educational service offerings to encourage the general public to acquire modern competencies in law, IT, language and other areas.

6. Development of a roadmap for cooperation of the University with public associations, local governments, educational, cultural and social institutions and agencies to implement social, informational, educational, cultural, humanitarian projects aimed at increasing the level of cohesion, sustainability and effective interaction of the community of Zaporizhzhia region and the city of Melitopol.

7. Creation of a communication platform in the vector of interaction «Education - Community - Business - Government». Conducting trainings, roundtables, lectures, focus groups aimed at intensifying constructive community activities with the involvement of civil servants, entrepreneurs, volunteers, educators, community leaders, etc..

8. Establishment of a support centre to provide specialised psychological assistance to combatants, their families and other vulnerable groups for their rehabilitation and social adaptation.

3.6. Functional area «YOUTH POLICY AND DEVELOPMENT OF STUDENT GOVERNANCE»

Strategic priority 1. Actualisation of national self-identification of students, formation of national ideological position, citizenship, patriotism, tolerance and respect for multiculturalism among young people

Tasks: to create conditions for the formation, development and self-realisation of a harmonious personality with a clear civic and patriotic position.

Conditions and measures of implementation:

1. Development and implementation of the Concept of national and patriotic education at the University.

2. Ensuring interaction of the University with educational institutions, educational authorities, children's and youth public organisations, the general public, local community, business structures, national and cultural associations, religious denominations for the development and socialisation of student youth.

3. Organisation and participation of higher education students in volunteer projects, social, intellectual and creative initiatives aimed at preserving and maintaining the unity of Ukrainian society.
4. Maintaining the continuity of generations and honouring the heroism of the University's students, teachers, and alumni who are fighting for Ukraine's freedom and independence.
5. Involvement of combatants and veterans of the war in Ukraine, cultural, artistic, scientific and sports figures, leaders and activists of NGOs in patriotic education of students.
6. Development of media literacy and critical thinking of higher education students in the context of russia's armed aggression against Ukraine.
7. Formation of general competences of higher education students, legal culture and intercultural awareness, physical activity and sports, etc.

Strategic priority 2. Improving the activities of student self-government

Tasks: to create conditions for fostering initiative and leadership among young people.
Conditions and measures of implementation:
1. Creating appropriate conditions for the effective development of student self-government and youth leadership.
2. Comprehensive support of student initiatives. Promoting the activities of student groups, societies, associations, and hobby clubs.
3. Improving the work of student self-government in the university management system.
4. Involvement of higher education students in solving problems related to the quality of higher education at the University.
5. Providing student self-government bodies with the necessary resources and financial support.
6. Improving the system of moral and material incentives for higher education students.
7. Establishment of the Rector's Scholarship for higher education students with special achievements in educational, scientific, creative and sports activities.
8. Holding thematic competitions for the Best Curator and the Best Academic Group Head.
9. Creation of a youth space «Dreaming and Acting» on the basis of the Khortytska National Training and Rehabilitation Academy in Zaporizhzhia.

3.7. Functional area
«FINANCIAL AND MATERIAL AND TECHNICAL SUPPLY. SOCIAL PROTECTION OF PARTICIPANTS IN THE EDUCATIONAL PROCESS»

Strategic priority 1. Ensuring a stable financial position of the University in the face of uncertainty

Tasks: ensure transparency of the financial and resource planning system, diversification of revenues and reasonable distribution of funds.

Conditions and measures of implementation:
1. Ensure centralised and transparent budget planning with the participation of structural units, taking into account the financial situation and urgent needs of the University.
2. Ensure transparent monitoring of the allocation and use of financial resources, regular internal financial audit and disclosure of its results.
3. Prompt response to changes in economic and social needs, development of a marketing strategy to promote relevant educational services on the labour market; search for social partners, customers, and funding sources.
4. Diversification of sources of funding for the University's activities by expanding the list of paid educational and other services, increasing revenues from other sources (system of subsidies, grants, loans, their combination and differentiation according to the categories of recipients of these funds), as well as their rational spending.
5. Introduce a system of incentives for educational process participants to actively participate in diversifying financial revenues.
6. Ensuring a fixed percentage of all financial revenues for the digital transformation of the University.
7. Creation of a financial and economic mechanism for resource provision of the University's activities in case of temporary difficulties in revenues from the provision of educational services and other risks, etc.

Strategic priority 2. Restoration and development of the material and technical base of the University

Tasks: ensure the sustainability of the educational process, create favourable and safe working and learning conditions.
Conditions and measures of implementation:

1. Development of the Programme for the development of the material and technical base of the University in the conditions of temporary displacement and after the de-occupation of Melitopol.
2. Expanding the University's participation in regional and national programmes to support the development of educational institutions, international grant projects, etc..
3. Organisation of material and technical support of the educational process in conditions of displacement: submission of grant applications, involvement of domestic and foreign partners in the purchase of office and computer equipment, etc..
4. Establishing cooperation with local authorities to support Bogdan Khmelnitsky MSPU as a temporarily displaced higher education institution.
5. Establishment of the educational hub «More than a university» on the basis of the Khortytska National Training and Rehabilitation Academy in Zaporizhzhia.
6. Development of mechanisms to stimulate and encourage businessmen, employers, individuals and legal entities to participate in the development of the University, strengthening its material and technical base.
7. Preparing to restore the material and technical base of the University after the de-occupation of Melitopol.
8. Keeping records of tangible assets and documentation, formulating proposals for equipment upgrades; concluding contracts for work.
9. Restoration of the material and technical base: organisation of repair of educational premises, in particular classrooms; organisation of the purchase of classroom equipment in accordance with the requirements of an innovative educational space at the expense of own funds, investments and grants; renovation of the University infrastructure; development of the social and humanitarian sphere, in particular student dormitories, canteens; restoration of the material and technical base for health improvement and recreation of employees and applicants for higher education of the University.

Strategic priority 3. Ensuring the implementation of the humanitarian mission of the University, increasing social responsibility to individual and collective consumers

Tasks: ensure the protection of the socio-economic rights and interests of students and staff of the University.

Conditions and measures of implementation:

1. Providing humanitarian, psychological, legal, informational and other types of support to academic staff, employees and students.

2. Developing and implementing a comprehensive programme for participants in the educational process to develop personal resilience, social competence, legal literacy, etc..

3. Developing cooperation with international and national humanitarian aid and volunteering centres.

4. Use of new targeted forms of individual and group social support for academic staff, employees and students.

5. Provision of financial assistance, psychological and legal support to University veterans.

6. Formation of a safe educational environment for the life and health of participants in the educational process.

7. Improving awareness and skills of first aid, taking into account the security situation; conducting briefings on security protocols and exercises on civil protection of educational process participants.

8. Organising and conducting explanatory work and trainings to ensure compliance with information security standards, personal data protection and awareness of participants in the educational process on the peculiarities of the exercise of civil, personal, political and other human rights in martial law.

9. Implementation of systematic work on sports and recreational, cultural, artistic, tourist and recreational activities of the University.

4. FINAL PROVISIONS

4.1. The University Development Strategy comes into force from the date of its approval by the Academic Council of Bogdan Khmelnitsky MSPU and implementation by the Rector's order.

4.2. Vice-rectors and heads of structural subdivisions report annually on the implementation of the Development Strategy of Bogdan Khmelnitsky MSPU for 2023-2028 at the meeting of the Academic Council of the University.

4.3. Responsibility for the implementation of the Development Strategy of Bogdan Khmelnitsky MSPU for 2023-2028 lies with the Rector of the University.