









# “Strategic planning in universities: a case of Ukraine”

|                     |  |
|---------------------|--|
| <b>AUTHORS</b>      | Tetiana Ponomarenko  <a href="https://orcid.org/0000-0002-6734-6212">https://orcid.org/0000-0002-6734-6212</a><br> <a href="http://www.researcherid.com/rid/T-5669-2017">http://www.researcherid.com/rid/T-5669-2017</a><br>Oleksii Tohochynskyi  <a href="https://orcid.org/0000-0002-8170-6237">https://orcid.org/0000-0002-8170-6237</a><br>Tetiana Kaminska  <a href="https://orcid.org/0000-0002-7844-4483">https://orcid.org/0000-0002-7844-4483</a><br>Larisa Kadol  <a href="https://orcid.org/0000-0002-3652-5330">https://orcid.org/0000-0002-3652-5330</a><br> <a href="http://www.researcherid.com/rid/X-6872-2018">http://www.researcherid.com/rid/X-6872-2018</a><br>Igor Okhrimenko  <a href="https://orcid.org/0000-0003-3607-870X">https://orcid.org/0000-0003-3607-870X</a> |
| <b>ARTICLE INFO</b> | Tetiana Ponomarenko, Oleksii Tohochynskyi, Tetiana Kaminska, Larisa Kadol and Igor Okhrimenko (2018). Strategic planning in universities: a case of Ukraine. <i>Problems and Perspectives in Management</i> , 16(4), 365-374.<br>doi: <a href="https://doi.org/10.21511/ppm.16(4).2018.30">10.21511/ppm.16(4).2018.30</a>  |
| <b>DOI</b>          | <a href="http://dx.doi.org/10.21511/ppm.16(4).2018.30">http://dx.doi.org/10.21511/ppm.16(4).2018.30</a>  |
| <b>RELEASED ON</b>  | Friday, 14 December 2018   |
| <b>RECEIVED ON</b>  | Friday, 27 July 2018   |
| <b>ACCEPTED ON</b>  | Tuesday, 04 December 2018  |
| <b>LICENSE</b>      | <br>This work is licensed under a <a href="https://creativecommons.org/licenses/by/4.0/">Creative Commons Attribution 4.0 International License</a>   |
| <b>JOURNAL</b>      | "Problems and Perspectives in Management"  |
| <b>ISSN PRINT</b>   | 1727-7051  |
| <b>ISSN ONLINE</b>  | 1810-5467  |
| <b>PUBLISHER</b>    | LLC “Consulting Publishing Company “Business Perspectives”   |
| <b>FOUNDER</b>      | LLC “Consulting Publishing Company “Business Perspectives”   |



NUMBER OF REFERENCES

27



NUMBER OF FIGURES

0



NUMBER OF TABLES

0

© The author(s) 2021. This publication is an open access article.



BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"  
Hryhorii Skovoroda lane, 10, Sumy,  
40022, Ukraine

[www.businessperspectives.org](http://www.businessperspectives.org)

**Received on:** 27<sup>th</sup> of July, 2018

**Accepted on:** 4<sup>th</sup> of December, 2018

© Tetiana Ponomarenko, Oleksii Tohochynskyi, Tetiana Kaminska, Larisa Kadol, Igor Okhrimenko, 2018

Tetiana Ponomarenko, Doctor of Science (Economics), Professor of Department of International Economics, Accounting and Finance, Yu. Buhai International University of Science and Technology, Ukraine.

Oleksii Tohochynskyi, Doctor of Sciences (Pedagogy), Associate Professor, President, Academy of the State Penitentiary Service, Ukraine.

Tetiana Kaminska, Doctor of Science (Economics), Professor, Rector of Kyiv Cooperative Institute of Business and Law, Ukraine.

Larisa Kadol, Associate Professor Economics, Organization and management of enterprises Kryvyi Rih National University, Ukraine.

Igor Okhrimenko, Doctor of Science (Economics), Professor, Vice Rector of Kyiv Cooperative Institute of Business and Law, Ukraine.



This is an Open Access article, distributed under the terms of the [Creative Commons Attribution 4.0 International license](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted re-use, distribution, and reproduction in any medium, provided the original work is properly cited.

Tetiana Ponomarenko (Ukraine), Oleksii Tohochynskyi (Ukraine),  
Tetiana Kaminska (Ukraine), Larisa Kadol (Ukraine), Igor Okhrimenko (Ukraine)

# STRATEGIC PLANNING IN UNIVERSITIES: A CASE OF UKRAINE

## Abstract

The effective management core principles include the obligatory approval of the organization's mission and its strategic plan availability. This also applies to specific organizations such as universities. The purpose of the article is to test the hypothesis that to date, most Ukrainian universities do not care about the presence of such attributes of effective performance (at least, they do not publish them on their sites). The site analysis was carried out in the top 50 out of 289 universities in Ukraine. It turned out that 29 out of these 50 have no mission (do not publish it on the site), and eight universities do not have a strategy. It is established that the most common mistakes in the strategy development are the lack of quantitative indicators, giving a special attention to the coverage of the results achieved; inclusion in the text of the document the thematic sections, which do not concern the prospects of university development, etc.

## Keywords

higher education, university, mission, strategy, plan, measures, Ukraine

## JEL Classification

I20, M10, M14

## INTRODUCTION

Defining a mission and developing strategic plans is a must-have attribute for all organizations seeking to maintain or improve their positions in one or another market. They are necessary even for those organizations that plan to cut back on production or even go out of business. Universities also need strategic plans. Some of them do not change their mission for decades (it is likely some of them have never changed it for all the time). A significant number of universities change their mission from time to time influenced by external factors and desires of owners or managers, teachers and students. There are those (including in Ukraine) who do not think at all about reasoning, approving and presenting their mission to the general public. Unfortunately, there is no general picture of what is the mission situation at Ukrainian universities. There are also no regulatory and legislative acts on this subject.

## 1. LITERATURE REVIEW

The effective performance of the organization throughout its activities involves the presence of and compliance with the mission, strategic and tactical plans, operational decisions. It is the fulfillment of the established goals to ensure success. Chance (2010) believes that good planning and good plans provide for iteration; simple cause-and-effect thinking is not enough.

Toma (2010), Ruben and Tromp (2014), Tromp (2010), Sanaghan (2009), Keller (1983) and others consider strategic management in the

context of higher education. The authors note that strategic planning in higher education should be an integrated approach to planning, a coherence between goals and mission, vision and values. Thanks to many-year experience in management, the authors propose practical approaches to promote each stage of planning.

Hassanien (2017) compares strategic planning in higher education and business and offers his own strategic planning model in the business and government organization contexts. The author also describes the model and new trends, and gives some recommendations for improving the strategic planning process.

A number of studies are devoted to examining the experience of strategic planning in individual countries and universities.

Hayward (2008) investigated strategic planning and its individual aspects in Afghanistan, Madagascar, South Africa, Bangladesh, Mauritius, Ethiopia, the United States, etc.

Bieler and McKenzie (2017) analyzed the content of the strategic plans of 50 Canadian universities and considered the relationship between strategic planning and sustainable development in higher education.

Luhanga (2006) highlights strategic planning at Dar es Salaam University (Africa).

Akyel, Polat, and Arslankay (2012) highlight the experience of the University of Sakarya. An eloquent quote is at the beginning: "Our vision will be our future".

Rodriguez-Ponce and Pedraja-Rejas (2013) identified the links between the stages of development and implementation of the strategy and institutional quality. The authors studied four Chilean universities, which are characterized by different levels of relative efficiency. The processes of strategic management that are conducted by each of these universities are analyzed, and the relationship between these processes and institutional quality is considered.

There are many examples of this type of research, because the problem is really interesting and at-

tracts both theorists and practitioners.

Among the works of Ukrainian authors on strategic management issues, the book "Strategic Management of a Bank" by Kozmenko, Shpyh, and Voloshko (2003) should be emphasized. The authors thoroughly worked out the general framework of strategic management, considered various strategic alternatives, analyzed and generalized all the banks of Ukraine concerning the presence of missions and strategic plans.

Natroshevili (2015) gives the most detailed analysis of strategic planning in the Ukrainian universities. The author examines strategic management of a higher educational institution and considers the problems of planning scientific, educational, marketing, international activities of a university. As a result, recommendations on optimizing the mechanisms and models of strategic management of universities in Ukraine, taking into account modern socio-economic transformations, are offered.

Diatlovskiy (2005), Dudko (2012, 2013), and Smerichevska (2008) also examined the issues of developing a strategy and adapting the existing world experience to the realities of the post-Soviet countries.

Besides purely theoretical studies, the problem of strategic planning at universities is globally used. Universities of the world pay close attention to their own strategies. At the same time, they are usually obliged to openly discuss the drafts of such documents. Of course, the very strategic plans, procedures for development and discussion, the procedure for approval, as well as the methods of monitoring their implementation are quite different.

For example, up to now, The University of Oxford is living and working based on the Strategic Plan 2013–2018. This strategy is one of the most ambitious in the world. The University seeks to lead the world of science and education, and to share its experience both nationally and globally. And the first challenge they set themselves, therefore, is to develop the ability to generate and share knowledge beyond the immediate environment of Oxford University, globally, nationally, and regionally.

The University has started developing a strategy for a new period (Strategic Plan 2018–2013) in advance. The mission of the strategy project is as follows: “The advancement of learning by teaching and research and its dissemination by every means”. The strategy provides benchmarks and commitments in the following areas: Education, Research, People, Engagement and Partnership, Resources.

Another example is Durham University, which recently adopted its strategy (Durham University Strategy, 2017–2027). The authors of the strategy indicate that the University community agreed during the course of 2016 to endorse a set of policy proposals that will fundamentally change the size, shape and mission of the University. The strategy is a set of qualitative and quantitative indicators, set out in 30 pages. The authors also identified key areas for their improvement and proposed actions aimed at making the University strong. Some of these actions involve radical changes. Authors point out that the university will work to globalize and to become a more important player in the region, the UK and other countries. This will be done, first of all, by investing in the main asset – people. The Strategy concludes with the Estate Masterplan and chapters on alumni relations, the future funding, the characteristics and values, and how the university measures its own performance.

Thus, this section has shown how the issue of strategy development and implementation is considered in some scholars’ articles and in the practice of universities.

## 2. RESEARCH METHOD

In the article, based on practical experience in different universities of Ukraine, two hypotheses are considered based on the site analysis of 50 best universities in the country. These universities have been chosen based on the regular academic rating of universities “Top 200 Ukraine 2018”, carried out by the Center for International Projects “EuroEducation”, in partnership with the IREG Observatory on Academic Ranking and Excellence (Center for International Projects EuroOsvita, 2018). In total, according to the State Statistics Service of Ukraine (State Statistics

Service of Ukraine, 2018), there are 289 universities, institutes and academies (i.e. higher education institutions of the III-IV accreditation levels) in Ukraine.

## 3. HYPOTHESES

In the article, the concept of mission is formulated as follows: Mission is the main explicitly defined purpose of the existence of an organization that has a social orientation. Under the strategy a detailed and comprehensive plan is understood designed to ensure the process of implementing the mission of the organization and achievement of the goals identified (Mescon, Albert, & Khedouri, 1985).

It is suggested to consider the following hypotheses:

1. The majority of even the best universities in Ukraine have no mission (do not represent it on their sites). Those presented on the sites are largely inconsistent with the formal criteria for defining the mission as such.
2. Most universities have no strategic planning (strategic plans coverage on sites). The strategies on the websites, in most, do not agree with the formal features of identifying a strategy as such.

## 4. RESEARCH FINDINGS

Before proceeding with the analysis of the problem announced, it would be useful to consider the site of the Ministry of Education and Science of Ukraine, namely the page titled “Mission, Functions and Strategy” (Ministry of Education and Science of Ukraine, 2018). The Ministry is one of the central executive bodies of Ukraine. As it is noted on the site, its most important function is the development and implementation of state policy in the field of education and science. The Ministry is also responsible for the comprehensive examination of scientific, scientific and technical and innovation activities, technology transfer; providing state supervision over activities of purely educational institutions of all forms of ownership, and enterprises, institutions and organizations that

provide educational services or act as mediators. This is not a mission definitely, but another is not given. The mission is not defined in the document, which could give such a formulation (Cabinet of Ministers of Ukraine, 2014). Unfortunately, there is no the Ministry strategy on the site, but there is only a reference to the Communication Strategy.

As for the universities themselves, the mission and strategy (strategic plan, long-term development program, etc.) in Ukrainian universities are usually presented for discussion directly among the students, in the team of teachers and other employees. There are even those who bring these questions for a broad discussion by placing the project on their own website and distributing its text on the Internet (for example, Kyiv National Economic University named after Vadym Hetman (Kyiv National Economic University named after Vadym Hetman, 2018). The project envisages the division of the Program into subdivisions, namely: Society; Management System; Quality of Educational Activity and Business Perfection; Science; Internationalization; Digitalization; Infrastructure; Ensuring a Stable Financial Situation; Organizational and Cultural Work. This program even has a task such as developing a marketing strategy of the university. Unfortunately, the 50-page document provides for measures, most of which do not differ in specific terms, and the deadlines for their implementation are not specified.

Further, the information on the presence of a mission and strategy in the top 50 universities of Ukraine (see the Appendix) will be presented and the procedure for their adoption and content for several first universities will be briefly analyzed.

A working group's conference of the National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute" adopted and approved the Strategy for the NTUU KPI Development for 2012–2020 (conceptual provisions) and an action plan for its implementation. This document is a multi-page Policy Conceptual Framework and an action plan for its implementation, although the action plan is part of the strategy. According to the site, this document has not been corrected in any way for six years of its existence.

At Taras Shevchenko National University of Kyiv, the Strategic Plan for University Development for the period 2018–2025 shows threats, opportunities and targets, but no specific measures are envisaged. This document was approved by the Academic Council.

V. N. Karazin Kharkiv National University has a Development Program for 2010–2020, approved by the Staff Conference. It appears that this is a qualitative document, which has the main goal of the university for 2010–2020, the mechanism of its implementation, and priority directions of activity. The program includes the following sections: Improving the effectiveness and quality of research and innovation activities; Improving the quality and internationalization of the learning process; Development of sociocultural and educational functions of the university; Information and communication technology development; Information support of the educational process and research; Development of socio-economic area, social support for employees and learners; Ensuring safe and favorable working conditions and training; Strengthening the University's personnel potential. Almost every section has projected values for indicators (not only qualitative, and most quantitative) for 2010, 2014, 2017 and 2020.

The National Technical University "Kharkiv Polytechnic Institute" has "The Concept of Development of the National Technical University "Kharkiv Polytechnic Institute" for 2016–2025". The university's site states about this document, but another document is placed under the link. Namely, the Concept of the Educational Activities of the National Technical University "Kharkiv Polytechnic Institute" for 2016–2025. On the first four pages, the university's achievements are listed; then, "Strategic directions of university development till 2025" section is presented. In report form, qualitative and quantitative indicators are identified. This document was approved by the Academic Council of the University.

Lviv Polytechnic National University develops its purpose on the site as follows: "We are a higher education institution that participates in ensuring the social and economic development of Ukraine through the human capital formation, the provision of high-quality educational services and the implementation of innovative scientific research

in accordance with the modern needs of the economy and parties involved requirements, scientific knowledge dissemination, cultural and educational activities, conservation and enhancement of the best educational traditions of the university". The Development Program of the Lviv Polytechnic National University for the period up to 2020 is represented mainly by qualitative indicators with terms of execution and responsible officials. This document was approved by the Academic Council in 2010.

University of Life and Environmental Sciences of Ukraine presents its mission on the site: to create, systematize, store and distribute modern scientific knowledge for improving the quality of people life; to train world- and European-class experts. There is a Development Program of the National University of Bioresources and Natural Resources of Ukraine for 2015–2020 "Holosiivska Initiative – 2020", which presents a set of qualitative indicators.

In 2014, Bogomolets National Medical University approved the University's Development Strategy for 2015–2020 at the Academic Council and the Staff Conference joint meeting. This is a very concise document with qualitative indicators. It is this document (not the site) that formulates the university's mission. The mission is to contribute to the preservation of the population health and the medicine development, meet the needs of society and the country through high-quality medical education and medical and consulting assistance, implement priority scientific research.

A general situation of the first 50 higher education institutions is approximately the same as in the above universities. It should be added that strategies' names are very different. For example, Development Strategy; Strategic Development Plan; Development Program; Conceptual Framework of Activity; Strategic Development Concept; Development Plan; Strategy and Perspectives for Development; Concept of Operations; Comprehensive Development

Program, etc. All these documents are usually approved by the academic council or the staff conference of the university. This is done after the preliminary staff discussion. It should be emphasized that all developers have a different vision of the document development period – three to ten years or more.

Interestingly, 29 out of the 50 universities do not put their mission on the site, and many of those who give it do this in the text of the strategy. This testifies to the disregard of such an important element of the planning and development of the university by the university leadership.

The most common mistakes in the university strategy formulation are the following:

- lack of quantitative indicators, responsible persons, timelines and favoring purely qualitative indicators;
- using very small indicators, which are operational and local in nature;
- paying special attention to highlighting the results achieved (sometimes these indicators have nothing to do with the strategy at all, such as diplomas received, student conferences, repairs, etc.), rather than strategic outlook;
- inclusion in the document text the thematic sections, which do not apply to the university development prospects;
- introducing a large list of developers in the text;
- development of individual strategies by activity areas (educational, informatization, innovations, scientific work, etc.), which, as a rule, cover only part of the general strategy.

These are key features of the strategies availability.

---

## CONCLUSION

Consequently, the first hypothesis was confirmed (29 out of 50 universities have no mission). The second hypothesis, the lack of a strategy in most universities, is partly confirmed. 8 universities out of these 50 have no strategies, which is also quite a lot. One should also take into account that the proportion of 32

universities having developed the strategy did it not in a quality manner, and some of these documents can be categorized as non-strategies while being carefully analyzed. It also should be borne in mind that only 50 universities out of 289 were considered, and they are really the best institutions. That is, it can be assumed that among the other 239 institutions, the percentage of those with a mission and strategy will be significantly lower than within the group of leaders. Under such circumstances, it is necessary not only to increase the professional level of university top-managers but also their forward-looking behavior. A certain initiative by the Ministry of Education and Science of Ukraine on the mandatory presence of strategic planning at universities wouldn't be superfluous.

## REFERENCES

1. Akyel, N., Polat, T. K., & Arslankay, S. (2012). Strategic Planning in Institutions of Higher Education: A Case Study of Sakarya University. *Procedia – Social and Behavioral Sciences*, 58, 66-72. <https://doi.org/10.1016/j.sbspro.2012.09.979>
2. Bieler, A., & McKenzie, M. (2017). Strategic planning for sustainability in Canadian higher education. *Sustainability*, 9(2), 161-183. <https://doi.org/10.3390/su9020161>
3. Cabinet of Ministers of Ukraine (2018). *Положення про Міністерство освіти і науки. Затверджено Постановою Кабінету Міністрів України №630 від 16.10.2014 [Polozhenia pro Ministerstvo osvity i nauky. Zatverdzheno Postanovoiu Kabinetu Ministriv Ukrainy No. 630 vid 16.10.2014]*. Retrieved from <http://zakon2.rada.gov.ua/laws/show/630-2014-%D0%BF>
4. Center for International Projects EuroOsvita. (2018). *Рейтинг університетів "ТОП-200 Україна" 2018 року [Reitynh universytetiv "TOP-200 Ukraina" 2018 roku]*. Retrieved from <https://ru.osvita.ua/vnz/rating/60985/>
5. Chance, S. (2010). StrategicbyDesign: Iterative Approaches to Educational Planning. *Planning for Higher Education*, 38(2), 40-54. Retrieved from <https://arrow.dit.ie/cgi/viewcontent.cgi?article=1112&context=engscheart2>
6. Doliatovskiy, V. A., Mazur, O. A., & Riabchenko, T. N. (2005). *Стратегическое планирование деятельности вуза на рынке образовательных услуг [Strategicheskoye planirovaniye deyatelnosti vuza na rynke obrazovatelnykh uslug]* (235 p.). Rostov-on-Don: SKNTs VSh.
7. Dudko, P. M. (2012). Стратегічне управління вищим навчальним закладом: теоретико-методичні аспекти [Stratehichne upravlinnia vyshchym navchalnym zakladom: teoretyko-metodychni aspekty]. *Visnyk KNUTD*, 4, 429-439.
8. Dudko, P. M. (2013). Науково-практичні основи формування конкурентних переваг в системі стратегічного управління вищим навчальним закладом [Naukovo-praktychni osnovy formuvannia konkurentnykh perevah v systemi stratehichnoho upravlinnia vyshchym navchalnym zakladom]. *Problemy nauky*, 5.
9. Durham University Strategy (2017–2027). Retrieved from <https://www.dur.ac.uk/resources/strategy2027/DurhamUniversityStrategy2017-2027Summary.pdf>
10. Hassaniien, M. (2017). Strategic Planning in Higher Education, a Need for Innovative Model. *Journal of Education, Society and Behavioural Science*, 23(2), 1-11.
11. Hayward, F. (2008). Strategic Planning for Higher Education in Developing Countries: Challenges and Lessons. *Planning for Higher Education Journal*, 36(3), 5-21. Retrieved from [https://www.researchgate.net/publication/234563522\\_Strategic\\_Planning\\_for\\_Higher\\_Education\\_in\\_Developing\\_Countries\\_Challenges\\_and\\_Lessons](https://www.researchgate.net/publication/234563522_Strategic_Planning_for_Higher_Education_in_Developing_Countries_Challenges_and_Lessons)
12. Keller, G. (1983). *Academic Strategy*. Baltimore: John Hopkins University Press.
13. Kozmenko, S. M., Shpyh, F. I., & Voloshko, I. V. (2003). *Стратегічний менеджмент банку [Stratehichnyi menedzhment banku]* (734 p.). Sumy: Univer-sytetska knyha.
14. Kyiv National Economic University named after Vadym Hetman (2018). *Програма інноваційного розвитку Київського національного економічного університету ім. Вадима Гетьмана на 2019-2021 роки. Проект [Prohrama innovatsiino-ho rozvytku Kyivskoho natsionalnoho universytetu im. Vadyma Hetmana na 2019–2021 roky. Pro-ekt]*. Retrieved from <https://kneu.edu.ua/ua/events/ghfvgbtrthbgrt-/?fbclid=IwAR3YRF5gDd2h1QH9NxNgQLClr5jgn78vmpOXcjdal6Z ZgfgU-LdWVpmpEc>
15. Luhanga, M. (2010). Strategic Planning of Higher Education Institutions in Africa: A Case Study of the University of Dar-es-Salaam. *Procedia – Social and Behavioral Sciences*, 2(5), 7071-7085. <https://doi.org/10.1016/j.sbspro.2010.05.060>
16. Mescon, Michael H., Albert, Michael, Khedouri, Franklin. (1985). *Management: Individual and Organizational Effectiveness*. Harpercollins College Div.
17. Ministry of Education and Science of Ukraine (2018). *Місія, функції та стратегія [Misiia, funktsii ta stratehiia]*. Retrieved from <https://mon.gov.ua/ua/ministerstvo/pro-ministerstvo/misiya-ta-funktsii>
18. Natroshvili, S. H. (2015). *Стратегічне управління вищим навчальним закладом: теорія, методологія, практика [Stratehichne upravlinnia vyshchym navchalnym zakladom: teoriia,*

- metodolohiia ta praktyka*] (320 p.). Kyiv: KNUTD.
19. Rodriguez-Ponce, E., & Pedraja-Rejas, L. (2013). Strategic management and quality of universities: an exploratory study from Chile. *Interciencia*, 38(1), 35-41.
  20. Ruben, B. D., & Tromp, Sh. A. (2014). *Strategic Planning in Higher Education: A Guide for Leaders*. USA: National Association of College and University Business Officers.
  21. Sanaghan, P. (2009). *Collaborative Strategic Planning in Higher Education*. USA: National Association of College and University Business Officers.
  22. Smerichevska, S. V. (2008). Стратегічні напрями розвитку вищого навчального закладу в умовах трансформації економіки України [Stratehichni napriamy rozvytku vyshchoho navchalnoho zakladu v umovakh transformatsii ekonomiky Ukrainy]. *Skhid*, 7(91).
  23. State Statistics Service of Ukraine (2018). *Вищі навчальні заклади* [Vyshchi navchalni zaklady]. Retrieved from <http://www.ukrstat.gov.ua/>
  24. Toma, J. D. (2010). *Building Organizational Capacity: Strategic Management in Higher Education*. USA: Johns Hopkins University Press.
  25. Tromp, Sh. (2010). *Strategic Planning in Higher Education*. USA: National Association of College and University Business Officers.
  26. University of Oxford (n.d.). *Strategic plan 2018-2023*. Retrieved from <http://www.ox.ac.uk/staff/consultations/strategic-plan-consultation>
  27. University of Oxford (2018). *Strategic plan 2013-2018*. Retrieved from <http://www.ox.ac.uk/about/organisation/strategic-plan-2013-18>



## APPENDIX

| No. | University name   | Site  | Mission availability | Strategy availability and its name  |
|-----|---|---|----------------------|---|
| 1   | The National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute" | <a href="https://kpi.ua/">https://kpi.ua/</a>                                 | –                    | Strategy for the NTUU KPI development for 2012–2020 (conceptual provisions) and the action plan for its implementation<br><a href="http://dpr.kpi.ua/wp-content/uploads/2016/06/Strategiya-rozvytku-NTUU-KPI-na-2012-2020-roki.pdf">http://dpr.kpi.ua/wp-content/uploads/2016/06/Strategiya-rozvytku-NTUU-KPI-na-2012-2020-roki.pdf</a>   |
| 2   | Taras Shevchenko National University of Kyiv  | <a href="http://www.univ.kiev.ua/ua/">http://www.univ.kiev.ua/ua/</a>         | –                    | Strategic plan for the University development for 2018–2025<br><a href="http://www.univ.kiev.ua/pdfs/official/Development-strategic-plan.pdf">http://www.univ.kiev.ua/pdfs/official/Development-strategic-plan.pdf</a>  |
| 3   | V. N. Karazin Kharkiv National University   | <a href="http://www.univer.kharkov.ua/ua">http://www.univer.kharkov.ua/ua</a> | –                    | V. N. Karazin Kharkiv National University Development program for 2010–2020<br><a href="http://www.univer.kharkov.ua/docs/polozhennya/program2010-2020nw.pdf">http://www.univer.kharkov.ua/docs/polozhennya/program2010-2020nw.pdf</a>  |
| 4   | The National Technical University "Kharkiv Polytechnic Institute"                       | <a href="http://www.kpi.kharkov.ua/ukr/">http://www.kpi.kharkov.ua/ukr/</a>   | –                    | Development concept of the National Technical University "Kharkiv Polytechnic Institute" for 2016–2025"<br><a href="http://public.kpi.kharkov.ua/wp-content/uploads/2016/02/razvitie-proekt.pdf">http://public.kpi.kharkov.ua/wp-content/uploads/2016/02/razvitie-proekt.pdf</a>  |
| 5   | Lviv Polytechnic National University  | <a href="http://lp.edu.ua/">http://lp.edu.ua/</a>                             | +                    | Development program of the Lviv Polytechnic National University for the period up to 2020 (from 2010 on)<br><a href="http://www.lp.edu.ua/sites/default/files/attach/2018/10662/programa_rozvytku_universytetu.pdf">http://www.lp.edu.ua/sites/default/files/attach/2018/10662/programa_rozvytku_universytetu.pdf</a>   |
| 6   | The National University of Life and Environmental Sciences of Ukraine                   | <a href="https://nubip.edu.ua/">https://nubip.edu.ua/</a>                     | +                    | Development program of the National University of Bioresources and Natural Resources of Ukraine for 2015–2020 "Holosiivska Initiative – 2020"<br><a href="https://nubip.edu.ua/node/3980">https://nubip.edu.ua/node/3980</a>  |
| 7   | Bogomolets National Medical University  | <a href="http://nmu.ua/">http://nmu.ua/</a>                                   | +                    | Development strategy of the Bogomolets National Medical University for 2015–2020<br><a href="http://nmu.ua/documents-of-the-university/strategiya-rozvytku/">http://nmu.ua/documents-of-the-university/strategiya-rozvytku/</a>   |
| 8   | National TU Dnipro Polytechnic  | <a href="http://www.nmu.org.ua/ua/">http://www.nmu.org.ua/ua/</a>             | –                    | Strategic development plan of the National TU Dnipro Polytechnic till 2025<br><a href="http://www.nmu.org.ua/ua/content/activity/programaroz/NTUDP_Strat_plan_20180425.pdf">http://www.nmu.org.ua/ua/content/activity/programaroz/NTUDP_Strat_plan_20180425.pdf</a>   |
| 9   | Sumy State University   | <a href="https://www.sumdu.edu.ua/ukr/">https://www.sumdu.edu.ua/ukr/</a>     | –                    | Conceptual principles of Sumy State University activity, Development strategy for 2010–2020, Implementation measures and estimated figures<br><a href="http://sumdu.edu.ua/ukr/general/normative-base.html?task=getfile&amp;tmpl=component&amp;id=86fb8da5-e787-e311-a3b8-001a4be6d04a&amp;kind=1">http://sumdu.edu.ua/ukr/general/normative-base.html?task=getfile&amp;tmpl=component&amp;id=86fb8da5-e787-e311-a3b8-001a4be6d04a&amp;kind=1</a> |
| 10  | Ivan Franko National University of Lviv   | <a href="http://www.lnu.edu.ua/">http://www.lnu.edu.ua/</a>                   | +                    | Ivan Franko National University of Lviv Development strategy till 2020<br><a href="http://www.lnu.edu.ua/wp-content/uploads/2016/07/2016-strategy.pdf">http://www.lnu.edu.ua/wp-content/uploads/2016/07/2016-strategy.pdf</a>   |
| 11  | National Aerospace University H. E. Zhukovsky "Kharkiv Aviation Institute"              | <a href="https://khai.edu.ua/">https://khai.edu.ua/</a>                       | +                    | –   |
| 12  | The National University of "Kyiv-Mohyla Academy"  | <a href="https://www.ukma.edu.ua/">https://www.ukma.edu.ua/</a>               | +                    | Development strategy<br><a href="https://www.ukma.edu.ua/index.php/about-us/sogodennya/stratetiia-rozvytku">https://www.ukma.edu.ua/index.php/about-us/sogodennya/stratetiia-rozvytku</a>   |
| 13  | Kyiv National Economic University named after Vadym Hetman                              | <a href="https://kneu.edu.ua/">https://kneu.edu.ua/</a>                       | +                    | The KNEU Development strategy for 2016–2020<br><a href="https://kneu.edu.ua/userfiles/general_information/sr2016_2020.PDF">https://kneu.edu.ua/userfiles/general_information/sr2016_2020.PDF</a>  |
| 14  | Oles Honchar Dnipro National University   | <a href="http://www.dnu.dp.ua/">http://www.dnu.dp.ua/</a>                     | –                    | Strategic development concept of Oles Honchar Dnipro National University for 2011–2017<br><a href="http://www.dnu.dp.ua/docs/dnu/konsept17.doc">http://www.dnu.dp.ua/docs/dnu/konsept17.doc</a><br>Development strategy of Oles Honchar Dnipro National University for 2011–2017<br><a href="http://www.dnu.dp.ua/docs/dnu/plan_2017.doc">http://www.dnu.dp.ua/docs/dnu/plan_2017.doc</a>   |
| 15  | The National Metallurgical Academy of Ukraine   | <a href="https://nmetau.edu.ua/ua">https://nmetau.edu.ua/ua</a>               | +                    | Development strategy of educational, scientific and innovative activity of the National Metallurgical Academy of Ukraine<br><a href="https://nmetau.edu.ua/file/strategiya.pdf">https://nmetau.edu.ua/file/strategiya.pdf</a>   |

| No. | University name   | Site  | Mission availability | Strategy availability and its name   |
|-----|---|---|----------------------|--|
| 16  | Yaroslav Mudryi National Law University                   | <a href="https://nlu.edu.ua/ru/">https://nlu.edu.ua/ru/</a>   | –                    | Strategic plan for the University development for 2018–2024<br><a href="https://nlu.edu.ua/wp-content/uploads/2018/06/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D1%96%D1%87%D0%BD%D0%B8%D0%B9-%D0%BF%D0%BB%D0%B0%D0%BD-%D1%80%D0%BE%D0%B7%D0%B2%D0%B8-%D1%82%D0%BA%D1%83-%D1%83%D0%BD%D1%96%D0%B2%D0%B5%D1%80%D1%81%D0%B8%D1%82%D0%B5%D1%82%D1%83-%D0%BD%D0%B0-2018-2024-%D1%80%D0%BE%D0%BA%D0%B8.pdf">https://nlu.edu.ua/wp-content/uploads/2018/06/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D1%96%D1%87%D0%BD%D0%B8%D0%B9-%D0%BF%D0%BB%D0%B0%D0%BD-%D1%80%D0%BE%D0%B7%D0%B2%D0%B8-%D1%82%D0%BA%D1%83-%D1%83%D0%BD%D1%96%D0%B2%D0%B5%D1%80%D1%81%D0%B8%D1%82%D0%B5%D1%82%D1%83-%D0%BD%D0%B0-2018-2024-%D1%80%D0%BE%D0%BA%D0%B8.pdf</a> |
| 17  | The National University of Food Technologies              | <a href="http://nuft.edu.ua/">http://nuft.edu.ua/</a>   | –                    | Development strategy of the National University of Food Technologies for 2016–2020<br><a href="https://drive.google.com/file/d/1MUUnvBDI11PUYsFn8nDbGyxk9zCKRWYQM/view">https://drive.google.com/file/d/1MUUnvBDI11PUYsFn8nDbGyxk9zCKRWYQM/view</a>  |
| 18  | Odessa I. I. Mechnikov National University                | <a href="http://onu.edu.ua/uk/">http://onu.edu.ua/uk/</a>   | –                    | –  |
| 19  | National Aviation University                              | <a href="https://nau.edu.ua/">https://nau.edu.ua/</a>   | –                    | The National Aviation University Concept of innovation development<br><a href="https://nau.edu.ua/site/variables/news/2017/12/%D0%9A%D0%9E%D0%9D%D0%A6%D0%95%D0%9F%D0%A6%D0%86%D0%AF%202017_11.pdf">https://nau.edu.ua/site/variables/news/2017/12/%D0%9A%D0%9E%D0%9D%D0%A6%D0%95%D0%9F%D0%A6%D0%86%D0%AF%202017_11.pdf</a>  |
| 20  | National University of Pharmacy                           | <a href="http://nuph.edu.ua/">http://nuph.edu.ua/</a>   | +                    | Strategic plan of the NUPh development for 2017–2022<br><a href="http://nuph.edu.ua/wp-content/uploads/2015/01/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D1%96%D1%87%D0%BD%D0%B8%D0%B9-%D0%BF%D0%BB%D0%B0%D0%BD-%D0%9D%D0%A4%D0%B0%D0%A3-2017-2022-1.pdf">http://nuph.edu.ua/wp-content/uploads/2015/01/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D1%96%D1%87%D0%BD%D0%B8%D0%B9-%D0%BF%D0%BB%D0%B0%D0%BD-%D0%9D%D0%A4%D0%B0%D0%A3-2017-2022-1.pdf</a>  |
| 21  | The National Pedagogical Dragomanov University            | <a href="http://www.npu.edu.ua/ua/">http://www.npu.edu.ua/ua/</a>                                       | –                    | Strategic development plan of the National Pedagogical Dragomanov University for 2018–2024<br><a href="http://www.npu.edu.ua/ua/337-pro-universytet/dokumenty/4589-samoanaliz-vykonannia-npu-imeni-mp-drahomanova-kryteriiv-nadannia-ta-pidtvrdzhennia-statusu-natsionalnoho#strategichni-plan-rozvytku">http://www.npu.edu.ua/ua/337-pro-universytet/dokumenty/4589-samoanaliz-vykonannia-npu-imeni-mp-drahomanova-kryteriiv-nadannia-ta-pidtvrdzhennia-statusu-natsionalnoho#strategichni-plan-rozvytku</a>  |
| 22  | Ivan Kozhedub National Air Force University               | <a href="http://www.hups.mil.gov.ua/">http://www.hups.mil.gov.ua/</a>                                   | –                    | –  |
| 23  | Kharkiv National University of Radio Electronics          | <a href="http://nure.ua/">http://nure.ua/</a>   | –                    | –  |
| 24  | Yuriy Fedkovych Chernivtsi National University            | <a href="http://www.chnu.edu.ua/index.php?page=ua">http://www.chnu.edu.ua/index.php?page=ua</a>         | +                    | Development Concept of Yuriy Fedkovych Chernivtsi National University for 2012–2022<br><a href="http://www.chnu.edu.ua/res/chnu.edu.ua/normdocs/konz_rozv_12_221.doc">http://www.chnu.edu.ua/res/chnu.edu.ua/normdocs/konz_rozv_12_221.doc</a>   |
| 25  | Vinnitsia National Technical University                   | <a href="http://vntu.edu.ua/ru/home.html">http://vntu.edu.ua/ru/home.html</a>                           | +                    | VNTU Development strategy 2018–2023<br><a href="http://vntu.edu.ua/images/2018/strozvitok.pdf">http://vntu.edu.ua/images/2018/strozvitok.pdf</a>   |
| 26  | National Pirogov Memorial Medical University, Vinnitsya   | <a href="https://www.vnmu.edu.ua/">https://www.vnmu.edu.ua/</a>   | –                    | Development concept of the National Pirogov Memorial Medical University for 2016–2021<br><a href="https://www.vnmu.edu.ua/downloads/pdf/koncepc_rozv.pdf">https://www.vnmu.edu.ua/downloads/pdf/koncepc_rozv.pdf</a>   |
| 27  | Vasyl' Stus Donetsk National University                   | <a href="https://www.donnu.edu.ua/uk/">https://www.donnu.edu.ua/uk/</a>                                 | +                    | Vasyl' Stus Donetsk National University Development strategy 2017–2025<br><a href="https://drive.google.com/file/d/1jx8wPnuflLvS_vMSRNLSyEJj8yBBw7V/view">https://drive.google.com/file/d/1jx8wPnuflLvS_vMSRNLSyEJj8yBBw7V/view</a>  |
| 28  | Kyiv National University of Trade and Economics           | <a href="https://www.knteu.kiev.ua/">https://www.knteu.kiev.ua/</a>                                     | +                    | Development strategy for the period up to 2030<br><a href="https://www.knteu.kiev.ua/file/MjlxNw==/bc9a0194c3a1ed5e78a0c400963d968a.pdf">https://www.knteu.kiev.ua/file/MjlxNw==/bc9a0194c3a1ed5e78a0c400963d968a.pdf</a>  |
| 29  | Ukrainian National Forestry University                    | <a href="http://ntu.edu.ua/">http://ntu.edu.ua/</a>   | +                    | Ukrainian National Forestry University – Strategy and prospective areas of development of educational, scientific and innovative activity<br><a href="http://ntu.edu.ua/docs/strategy_rozvytku.pdf">http://ntu.edu.ua/docs/strategy_rozvytku.pdf</a>   |
| 30  | Higher State Educational Institution “Banking University” | <a href="http://ubs.edu.ua/ua/">http://ubs.edu.ua/ua/</a>   | –                    | –  |
| 31  | Kharkiv National Medical University                       | <a href="http://www.knmu.kharkov.ua/index.php?lang=uk">http://www.knmu.kharkov.ua/index.php?lang=uk</a> | –                    | Development concept of Kharkiv National Medical University for 2015–2025<br><a href="http://80.249.234.44:8181/upload/redakt/doc_univer/koncepcia_rozv.pdf">http://80.249.234.44:8181/upload/redakt/doc_univer/koncepcia_rozv.pdf</a>  |
| 32  | Kyiv National University of Technologies and Design       | <a href="https://knutd.edu.ua/">https://knutd.edu.ua/</a>   | –                    | Development Strategy of Kyiv National University of Technology and Design 2014–2017<br><a href="https://knutd.edu.ua/files/dostupdopi/KNUTD_development_strategy_2014-2017_last_changes_of_08.08.2014.pdf">https://knutd.edu.ua/files/dostupdopi/KNUTD_development_strategy_2014-2017_last_changes_of_08.08.2014.pdf</a>   |

| No. | University name  | Site  | Mission availability | Strategy availability and its name  |
|-----|--|---|----------------------|---|
| 33  | Ivano-Frankivsk National Technical University of Oil and Gas | <a href="https://nung.edu.ua/">https://nung.edu.ua/</a>   | –                    | –   |
| 34  | Donetsk National Technical University                        | <a href="http://donntu.edu.ua/">http://donntu.edu.ua/</a>                                       | –                    | –   |
| 35  | Uzhhorod National University                                 | <a href="https://www.uzhnu.edu.ua/">https://www.uzhnu.edu.ua/</a>                               | +                    | Innovation development concept of Uzhhorod National University for 2015–2025<br><a href="https://www.uzhnu.edu.ua/uk/infocentre/get/8662">https://www.uzhnu.edu.ua/uk/infocentre/get/8662</a> (не отривається!!!)   |
| 36  | Odessa National University of Economics                      | <a href="http://oneu.edu.ua/">http://oneu.edu.ua/</a>   | –                    | Odessa National University of Economics – Development strategy 2015–2020<br><a href="http://oneu.edu.ua/wp-content/uploads/2017/11/oneu_strategy_2015-2020.pdf">http://oneu.edu.ua/wp-content/uploads/2017/11/oneu_strategy_2015-2020.pdf</a>   |
| 37  | Odessa National Polytechnic University                       | <a href="http://opu.ua/">http://opu.ua/</a>   | –                    | Innovation development concept of Odessa National Polytechnic University<br><a href="http://opu.ua/upload/files/koncua.pdf">http://opu.ua/upload/files/koncua.pdf</a>   |
| 38  | Ternopil Ivan Puluj National Technical University            | <a href="http://tntu.edu.ua/?p=uk/main">http://tntu.edu.ua/?p=uk/main</a>                       | +                    | Strategy and development concept. Mission and purpose<br><a href="http://tntu.edu.ua/pub/docs/TNTU_Strategy_2010-2020.pdf">http://tntu.edu.ua/pub/docs/TNTU_Strategy_2010-2020.pdf</a>  |
| 39  | Ternopil National Economic University                        | <a href="http://www.tneu.edu.ua/">http://www.tneu.edu.ua/</a>                                   | –                    | TNEU Strategic Plan till 2020<br><a href="http://www.tneu.edu.ua/index.php?do=download&amp;id=3726">http://www.tneu.edu.ua/index.php?do=download&amp;id=3726</a>  |
| 40  | Odessa National Academy of Food Technologies                 | <a href="https://www.onaft.edu.ua/">https://www.onaft.edu.ua/</a>                               | –                    | ONAFТ Development plan for the period up to 2020<br><a href="https://www.onaft.edu.ua/download/pubinfo/plan_development_2020.pdf">https://www.onaft.edu.ua/download/pubinfo/plan_development_2020.pdf</a>   |
| 41  | Kyiv National University of Construction and Architecture    | <a href="http://www.knuba.edu.ua/">http://www.knuba.edu.ua/</a>                                 | +                    | –   |
| 42  | Vasyl Stefanyk Precarpathian National University             | <a href="https://pnu.edu.ua/">https://pnu.edu.ua/</a>   | +                    | Development Plan of Vasyl Stefanyk Precarpathian National University 2011–2020<br><a href="http://old.pu.if.ua/uk/vchena-rada/plan-rozvytku.html">http://old.pu.if.ua/uk/vchena-rada/plan-rozvytku.html</a>   |
| 43  | Danylo Halytsky Lviv National Medical University             | <a href="http://meduniv.lviv.ua/index.php?lang=uk">http://meduniv.lviv.ua/index.php?lang=uk</a> | –                    | Activity Concept of Danylo Halytsky Lviv National Medical University for the period up to 2023<br><a href="http://meduniv.lviv.ua/files/info/konceptciya_diyalnosti_universytetu.pdf">http://meduniv.lviv.ua/files/info/konceptciya_diyalnosti_universytetu.pdf</a>                                       |
| 44  | Petro Mohyla Black Sea National University                   | <a href="https://chmnu.edu.ua/">https://chmnu.edu.ua/</a>                                       | –                    | Petro Mohyla Black Sea National University – Internationalization Strategy 2018–2023<br><a href="https://chmnu.edu.ua/wp-content/uploads/2017/12/Petro-Mohyla-Black-Sea-National-University-IS.pdf">https://chmnu.edu.ua/wp-content/uploads/2017/12/Petro-Mohyla-Black-Sea-National-University-IS.pdf</a> |
| 45  | Khmelnitskyi National University                             | <a href="https://www.khnu.km.ua/root/page.aspx">https://www.khnu.km.ua/root/page.aspx</a>       | +                    | Khmelnitskyi National University Development Strategy 2016–2020<br><a href="http://www.khnu.km.ua/root/res/700-100-255.pdf">http://www.khnu.km.ua/root/res/700-100-255.pdf</a>  |
| 46  | Odessa National Medical University                           | <a href="http://onmedu.edu.ua/">http://onmedu.edu.ua/</a>                                       | –                    | ONMU Strategic development concept 2017–2020 (presentation)<br><a href="http://onmedu.edu.ua/wp-content/uploads/2017/06/2_11_16_strategy.pdf">http://onmedu.edu.ua/wp-content/uploads/2017/06/2_11_16_strategy.pdf</a>  |
| 47  | National Transport University                                | <a href="http://www.ntu.edu.ua/">http://www.ntu.edu.ua/</a>                                     | –                    | Activity concept of the National Transport University<br><a href="http://files.ntu-web6.ntu.edu.ua/www.ntu.edu.ua/publicna-int/konc-diyal-ntu-2013-20.pdf">http://files.ntu-web6.ntu.edu.ua/www.ntu.edu.ua/publicna-int/konc-diyal-ntu-2013-20.pdf</a>  |
| 48  | Zaporizhzhya National Technical University                   | <a href="http://www.zntu.edu.ua/">http://www.zntu.edu.ua/</a>                                   | +                    | Zaporizhzhya National Technical University Development strategy<br><a href="http://www.zntu.edu.ua/uploads/strategiya_rozvytku_ZNTU.pdf">http://www.zntu.edu.ua/uploads/strategiya_rozvytku_ZNTU.pdf</a>  |
| 49  | Bukovinian State Medical University                          | <a href="https://www.bsmu.edu.ua/">https://www.bsmu.edu.ua/</a>                                 | +                    | Bukovinian State Medical University – Activity concept 2016–2020<br><a href="https://www.bsmu.edu.ua/media/k2/galleries/_images/PublicInfo/2016/BSMU-Concept-2016.pdf">https://www.bsmu.edu.ua/media/k2/galleries/_images/PublicInfo/2016/BSMU-Concept-2016.pdf</a>                                       |
| 50  | Volodymyr Dahl East Ukrainian National University            | <a href="https://snu.edu.ua/">https://snu.edu.ua/</a>   | –                    | Volodymyr Dahl East Ukrainian National University – Integrated Development Program 2013–2020<br><a href="https://snu.edu.ua/docs/legal_docs/strategya_2013-2020.pdf">https://snu.edu.ua/docs/legal_docs/strategya_2013-2020.pdf</a>   |