

“Strategic planning in universities: a case of Ukraine”

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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most Ukrainian universities do not care about the presence of such attributes of effective performance (at least, they do not publish them on their sites).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 It turned out that 29 out of these 50 have no mission (do not publish it on the site), and eight universities do not have a strategy.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.

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APPENDIX

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

No.	University name	Site	Mission availability	Strategy availability and its name
16	Yaroslav Mudryi National Law University	https://nlu.edu.ua/ru/	-	Strategic plan for the University development for 2018–2024 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
17	The National University of Food Technologies	http://nuft.edu.ua/	-	Development strategy of the National University of Food Technologies for 2016–2020 https://drive.google.com/file/d/1MUUnvBDI11PUYsFn8nDbGyXk9zCKRWYQM/view
18	Odessa I. I. Mechnikov National University	http://onu.edu.ua/uk/	-	-
19	National Aviation University	https://nau.edu.ua/	-	The National Aviation University Concept of innovation development 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
20	National University of Pharmacy	http://nuph.edu.ua/	+	Strategic plan of the NUPh development for 2017–2022 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
21	The National Pedagogical Dragomanov University	http://www.npu.edu.ua/ua/	-	Strategic development plan of the National Pedagogical Dragomanov University for 2018–2024 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
22	Ivan Kozhedub National Air Force University	http://www.hups.mil.gov.ua/	-	-
23	Kharkiv National University of Radio Electronics	http://nure.ua/	-	-
24	Yuriy Fedkovych Chernivtsi National University	http://www.chnu.edu.ua/index.php?page=ua	+	Development Concept of Yuriy Fedkovych Chernivtsi National University for 2012–2022 http://www.chnu.edu.ua/res/chnu.edu.ua/normdocs/konz_rozv_12_221.doc
25	Vinnitsia National Technical University	http://vntu.edu.ua/ru/home.html	+	VNTU Development strategy 2018–2023 http://vntu.edu.ua/images/2018/strozvitok.pdf
26	National Pirogov Memorial Medical University, Vinnitsya	https://www.vnmu.edu.ua/	-	Development concept of the National Pirogov Memorial Medical University for 2016–2021 https://www.vnmu.edu.ua/downloads/pdf/koncepc_rozv.pdf
27	Vasyl' Stus Donetsk National University	https://www.donnu.edu.ua/uk/	+	Vasyl' Stus Donetsk National University Development strategy 2017–2025 https://drive.google.com/file/d/1jx8wPnuflLvS_vMSRNLSyEJj8yBBw7V/view
28	Kyiv National University of Trade and Economics	https://www.knteu.kiev.ua/	+	Development strategy for the period up to 2030 https://www.knteu.kiev.ua/file/MjlxNw==/bc9a0194c3a1ed5e78a0c400963d968a.pdf
29	Ukrainian National Forestry University	http://ntu.edu.ua/	+	Ukrainian National Forestry University – Strategy and prospective areas of development of educational, scientific and innovative activity http://ntu.edu.ua/docs/strategy_rozvytku.pdf
30	Higher State Educational Institution “Banking University”	http://ubs.edu.ua/ua/	-	-
31	Kharkiv National Medical University	http://www.knmu.kharkov.ua/index.php?lang=uk	-	Development concept of Kharkiv National Medical University for 2015–2025 http://80.249.234.44:8181/upload/redakt/doc_univer/koncepcia_rozv.pdf
32	Kyiv National University of Technologies and Design	https://knutd.edu.ua/	-	Development Strategy of Kyiv National University of Technology and Design 2014–2017 https://knutd.edu.ua/files/dostupdopi/KNUTD_development_strategy_2014-2017_last_changes_of_08.08.2014.pdf

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