SUMY STATE UNIVERSITY STRATEGIC PLAN 2025 (ABSTRACT*)

Contact information

2, Rymskogo-Korsakova st., 40007 Sumy, Ukraine
International Affairs Office:
Tel/fax: +38 (0542) 33-10-81
E-mail: info@dir.sumdu.edu.ua
web: sumdu.edu.ua/int/en

A comprehensive university **

offering programmes in all study areas

Engineering & Technology (34%)
Life Science & Medicine (33%)
Social Sciences (26%)
Natural Sciences (5%)
Arts & Humanities (2%)

Established in 1990 (with origins dated
back to 1948),
now being in the
Top-150 of young universities worldwide**

Located in the North of Ukraine, now being in the
Top-150 of Emerging Europe market**

Medium size**
> 9 200 degree-seeking students
in full-time equivalent

Top-5 in Ukraine by internationalization***
> 1 700 international students
> 250 active grant projects (incl. Erasmus+ and
H2020)

High Research Intensity **
> 1 000 Scopus documents in the last 5 year period

Being a public university, now having
> 50% of funding from private sources

* Full text (in Ukrainian) can be downloaded here:
  https://www.sumdu.edu.ua/uk/about-sumdu/gen-info/misiia-viziia-stratehiia.html
** According to QS Classifications methodology and QS World University Rankings
*** According to 'Top-200 Ukraine' university rankings

SUMY STATE UNIVERSITY
Ranked or Nominated by:

ACADEMIC RANKING OF WORLD UNIVERSITIES

THE WORLD UNIVERSITY RANKINGS

QS WORLD UNIVERSITY RANKINGS RANKED 2020

RANKING WEB OF UNIVERSITIES

SCIMAGO INSTITUTIONS RANKINGS

U multirank Universities compared. Your way.

iREG

BSERVATORY MAGNA CHARTA UNIVERSITATUM

Mission: To ensure a significant increase of the strategic value for our stakeholders ensuring excellence of university services and offering solutions to ever-changing market needs

Vision: We are building a research-based innovation-led European-class
university competitive on a global market   while remaining an
enabler and exceptional university service provider for the regional one

Key Values: Global Impact Openness Customer focus Social Responsibility
Academic Integrity Internationalization Readiness for Change
Regional Engagement   Sustainable Development
Cross-Culturalal Environment   Business Ethics Merit-Based University
Environment Innovativeness Entrepreneurship & Creativity   Academic
Freedom   Respect for Diversity Gender Equality Uncompromised Quality

STRATEGIC PLAN 2025

Strategic goals 2025

Teaching & Learning

Strategic goal #1:
To ensure an excellence in all educational services when bringing the highest quality graduates to the job market

Research & Development

Strategic goal#2:
To make R&D become the core enabler of the highest quality university services

Sustainable Development & "Third Mission"

Strategic goal#3:
To facilitate the sustainable development of the regional community with the exceptional university "third mission" services

Global Acknowledgement Strategies – 2025

To be awarded with the national status of **'research university'**

To be ranked in top-1000 by Academic Ranking of World Universities **(Shanghai Rankings)**

To be ranked in top-800 by **Times Higher Education** World University Rankings

To be ranked in top-700 by **QS** World University Rankings

SUMY STATE UNIVERSITY 2025 STRATEGIC PLAN (ABSTRACT*)

TEACHING & LEARNING

Strategic goal #1: To ensure an excellence in all educational services when bringing the highest quality graduates to the job market

1. Students attraction and retention

- **Initiative T1.1** Modern marketing and advertising activities on both local and international markets
- **Initiative T1.2** MOOCs & Distance Learning online platform
- **Initiative T1.3** Modern offline engagement activities (including transnational educational centres for distance learning)
- **Initiative T1.4** Optimization and diversification of the scope of educational programmes provided with the focus on postgraduate education (master and PhD)

KPIs:
- >35% of post-graduate students among full-time students
- >600 PhD students (>10% – international)
- up to 2 000 international students totally
- proportion of international students: >20% among full-time students
- >2 000 part-time (distant) students (>50% – international)

2. Teaching and learning model

- **Initiative T2.1** Research-driven teaching with tailored learning paths for the best students
- **Initiative T2.2** Implementing of electronic content and e-learning technologies in all modes of study
- **Initiative T2.3** Strong soft skills development as a part of student study programmes and academic staff trainings
- **Initiative T2.4** Tutoring/coaching services for students
- **Initiative T2.5** Student engagement in teaching assistance

KPIs:

- > 500 students, >50% of PhD students engaged annually in research projects with funding
- e-learning content level: up to 30% for regular study, up to 70% for blended learning, >70% in distance learning)
- >90% of all study programmes accessible in distance learning mode;
- blended learning programmes: >30% of bachelor programmes, >50% of post-graduate programmes
- >75% of all modules are in blended mode
- >75% of academic staff practice nnovative (online) technologies in their teaching activities

3. Internationalization

- **Initiative T3.1** International mobility opportunities for students – exchange programmes and joint/double degree studies
- **Initiative T3.2** English language academic environment with the enhanced learning of foreign languages
- **Initiative T3.3** International academic exchange programmes for teaching staff

KPIs:

- >10% of outbound and >2% of inbound international exchange students in the overall student body
- >5% of outbound international exchange faculty
- >5% of international faculty
- >80% of all study programmes offering joint/double degree diplomas
- foreign language proficiency level: B2 – for bachelors, masters, C1 – for PhD students
- >35% of academic staff teaching in English (with the target language level of B2)
- 20% of modules in domestic study programmes are offered in English
- 20% of domestic full-time students study in English
- study programmes offered fully in English: > 20% of all bachelor programmes, > 30% of all master programmes, > 15% of all PhD programmes
- >15% of study programmes with international accreditation

4. Employability opportunities

- **Initiative 1.** Alumni networks per study programme as a source of feedback, connections, career advice, internship and work opportunities

- **Initiative 2.** Engagement of practitioners from industry for teaching, on-site corporate education

- **Initiative 3.** Career Advice Office

- **Initiative 4.** Fast-track job applications, internship offers, work placements, dual programmes

- **Initiative 5.** Degree theses developed in cooperation with industry/external organizations, programme reviews by external stakeholders

RESEARCH & DEVELOPMENT

Strategic goal #2: To make R&D become the core enabler of the highest quality university services

1. Research excellence

— **Initiative R1.1** Strengthening and diversification of research funding sources (secured local government funding, private sources worldwide, international grant projects)

— **Initiative R1.2** Fostering agile end-to-end interdisciplinary research solutions with a clear go-to-market strategy

— **Initiative R1.3** Internal research grants for the young individual researches and innovative research teams

— **Initiative R1.4** Establishing the Research Excellence Office to ensure high quality of research

— **Initiative R1.5** Internationalization of research (membership in international research groups, International research programmes for researchers)

2. Research commercialization

— **Initiative R2.1** Modernization of marketing and advertising on both local and international R&D markets

— **Initiative R2.2** A corporate business incubator which transforms university start-ups into spin-off companies under the umbrella of university research park

— **Initiative R2.3** Enhancement of intellectual property support services, primarily focused on international patent market

KPIs:
- >20% of university budget is made up from R&D (current state is 10%)
- >1000 employees engaged annually in research projects with funding
- >50% of academic staff with at least 5 Scopus/WoS publications during the last 5 years
- >60% of academic staff with H-index > 2
- >500 Scopus/WoS publications annually
- >10 citations per Scopus/WoS publication for the last 5 years
- >7 scientific journals published by SSU are indexed by Scopus/WoS
- >50 active international research projects (H2020, etc)
- >70% of PhD theses defended prior to graduation
- >90% of academic staff with a PhD degree
- >15% of academic staff with a post-doc degree
- >10% of academic staff supervising more than 5 PhD students and/or post-docs
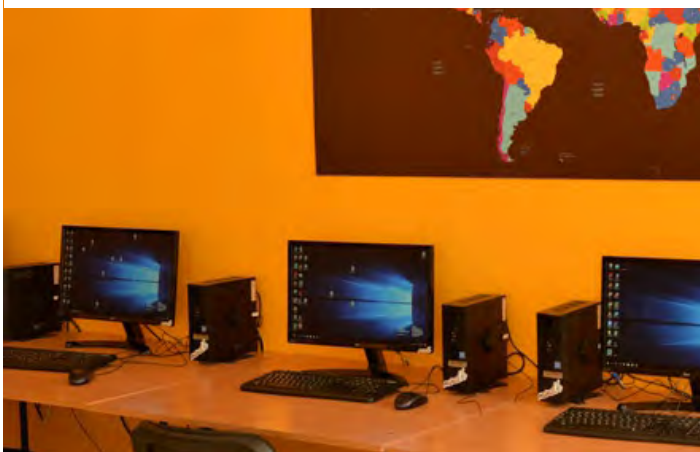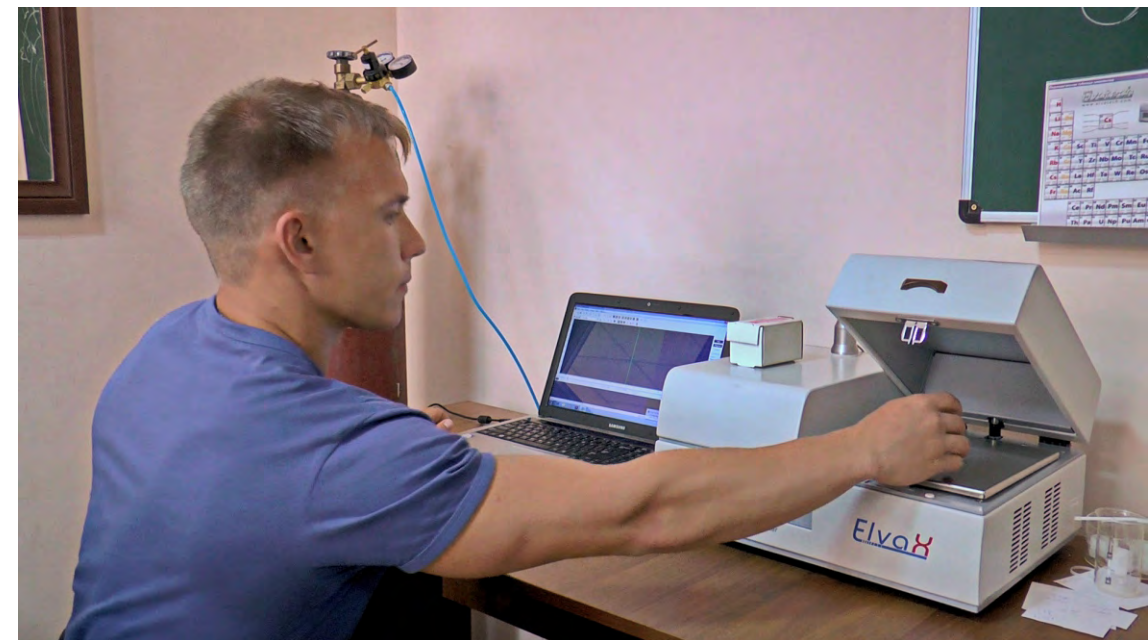
SUSTAINABLE DEVELOPMENT AND "THIRD MISSION"

Strategic goal #3: To facilitate the sustainable development of the regional community with the exceptional university "third mission" services

1. LIFELONG LEARNING AND EXTERNAL UNIVERSITY SERVICES

Initiative S1.1 Diversification of funding sources
Initiative S1.2 Innovative training programmes (training centres) per department (preferably with an option to issue internationally recognized certificates)
Initiative S1.3 Network of strong third-party trainers
Initiative S1.4 Diversification and enhancement of university payed services

2. OUTREACH ACTIVITIES

Initiative S2.1 Volunteering and charity
Initiative S2.2 Access to, and strengthening of, local cultural and natural heritage
Initiative S2.3 Outreach services for the local community (legal clinic, sport and cultural events)
Initiative S2.4 Participation of university representatives in the governing bodies to facilitate municipal and regional sustainable development
Initiative S2.5 Local education projects and collaborations on climate change impacts, mitigation and adaptation

3. INFRASTRUCTURE AND ON-CAMPUS SUSTAINABLE PRACTICES

Initiative S3.1 Centres for collective use of hi-tech research and educational equipment
Initiative S3.2 Creative spaces
Initiative S3.3 Responsible Consumption and Production
Initiative S3.4 Accessibility
Initiative S3.5 New buildings with sustainable standards mainly at brownfield sites (where possible)
Initiative S3.6 Affordable housing for students and employees
Initiative S3.7 Reducing Inequality
Initiative S3.8 More sustainable transportation and housing
Initiative S3.9 Internationalization at home through the cross-cultural environment