

KROK UNIVERSITY

STRATEGY AND PRIORITIES FOR THE DEVELOPMENT OF EDUCATIONAL, SCIENTIFIC AND INNOVATIVE ACTIVITIES OF KROK UNIVERSITY UNTIL 2025

*Translated into English from the official version
and approved by the Rector of KROK University*

Priorities of KROK University until 2025

№	Area of activity / Priorities, measures	Responsible executors	Measurable indicator / achievement criteria
1.	Improving the quality of the educational process		
1.1.	Improving the content of educational programs and curricula in order to bring them closer to the needs of employers and taking into account the requests of stakeholders, increasing the share of modern practice-oriented disciplines in the educational program.	First Vice-Rector, Heads of Departments	Updating educational programs and curricula, working initial programs for undergraduate and graduate educational programs. Including at least 3 practice-oriented disciplines in each initial plan for bachelors and 2 - in master's plans.
1.2.	Development of an internal quality system for education and educational activities. Organization and support of surveys of applicants, graduates, teachers and staff, representatives of the labor market and other stakeholders.	Vice-rectors, deans of faculties, directors of institutes, colleges, heads of departments, heads of structural units	Implementation of supporting procedures for ISO 9001 certification. Conducting a six-month survey of students and employees.
1.3.	Implementation of modern interactive learning technologies that ensure a flexible learning trajectory for students.	First Vice-Rector, Heads of Departments,	Academic programs for part-time (distance) education are

	Transition from quantitative to qualitative indicators of content on the Moodle distance learning platform to enable its active use in organizing independent work for students of all forms of education.	Director of the Distance Learning Center	100% supported by distance learning courses, 25% of which are certified. 100% of courses across all forms of education are conducted using elements of distance learning.
1.4.	Expansion of the practice of using external distance learning platforms in the educational process: Coursera, Udemy, UGF, Prometheus, Microsoft, and other open MOOC courses.	First Vice-Rector, Heads of Departments, Director of the Distance Learning Center, Director of the Information Technology Center	Number of students involved.
1.5.	Strengthening control over labor discipline among staff, faculty, and students. Continuation of systematic monitoring of class schedules conducted by instructors and student attendance, transition to tracking employee working hours using an electronic access system and monitoring activity in the unified corporate information and educational environment "e-KROK".	Vice-Rectors, Deans of Faculties, Directors of Institutes and College, Heads of Departments, Director of the Human Resources Department, Director of the Student Office, Chief Financial Officer	Compliance with the working hours standard approved by order.
1.6.	Implementation of a policy for quality education of international students at the University. Increasing the number of Ukrainian-language and English-language educational programs attractive to international students.	Vice-Rectors, Deans of Faculties, Directors of Institutes, Heads of Departments	Increase in the number of international students studying at the University.

1.7.	Creation of electives, scientific (technical) clubs, etc., to ensure student engagement in active learning, expansion of industrial practice aimed at implementing practical tasks needed by the University.	First Vice-Rector, Heads of Graduating Departments	Number of functioning electives and clubs, number of students, faculty, and staff involved, number of tasks proposed for implementation.
2.	Formation of a contingent of students		
2.1.	Ensuring the quantitative level of current student enrollment at the University is not lower than the previous year, taking into account the annual demographic situation.	Vice-Rector for Academic Affairs (Corporate Governance), Director of the Department of Public Relations and Advertising, Deans of Faculties, Directors of Institutes and College, Heads of Departments, Educational Program Coordinators	Number of students admitted for study.
2.2.	Use of new methods for advertising educational programs. Development by educational program coordinators of a program-specific advertising strategy and systematic implementation of this strategy.	Vice-Rectors, Deans of Faculties, Directors of Institutes and College, Heads of Departments, Educational Program Coordinators	Increase in the percentage of applicants who submitted applications and signed contracts for study. Availability of a media advertising plan for each educational program.
2.3.	Ensuring the University ranks among the top three higher education institutions by the number of applications submitted by applicants and the average competitive score.	Vice-Rectors, Deans of Faculties, Directors of Institutes and	Ranking results.

		College, Heads of Departments, Educational Program Coordinators	
2.4.	Implementation of scholarship programs that fully or partially cover the cost of full-time bachelor's degree education.	Vice-Rectors, Chief Financial Officer	Number of implemented scholarship programs and methodology for evaluating academic performance under these programs.
2.5.	Ensuring students fulfill the academic curriculum.	First Vice-Rector, Deans of Faculties, Directors of Institutes and College, Heads of Departments, Director of the Student Office	Academic debt at the end of the academic year for each educational program (considering the form of study) not exceeding 10%. Number of students expelled during the academic year from each educational program (considering the form of study) not exceeding 10%.
2.6.	Ensuring the enrollment of international students. Cooperation with Ukrainian embassies in countries from which students study at the University to promote a positive image of the University and increase the number of applicants.	Vice-Rector for International Relations, Deans of Faculties, Directors of Institutes, Heads of Departments	Number of international students enrolled.
2.7.	Improvement of living conditions in dormitories. Creation of dormitories attractive for student residence.	Director of the Household Department	Increase in the number of students living in dormitories.

			Reduction in the number of complaints from students.
2.8.	Ensuring the implementation of new educational programs, including interdisciplinary ones, taking into account labor market requirements and the educational services market trends. Ensuring the closure of unprofitable existing educational programs that are not in demand.	Vice-Rectors, Director of the College, Heads of Departments	Set a maximum number of new specialties – 2 per year.
3.	Personnel development		
3.1.	Improvement of the staff encouragement and motivation system. Enhancement of moral and financial motivation for faculty to revise the content of the disciplines they teach, aiming at improvement and alignment with new standards.	Vice-Rectors, Deans of Faculties, Directors of Institutes and College, Heads of Departments, Chief Financial Officer	Increase in the number of faculty members with high rating scores. Implementation of a rating-based approach to forming individual salary rates.
3.2.	Promotion of academic mobility for faculty (internships at foreign universities, participation in international conferences, etc.).	Vice-Rectors, Deans of Faculties, Directors of Institutes and College, Heads of Departments	Number of faculty members participating in exchange programs.
3.3.	Ensuring the growth of cultural awareness among all participants in the educational process through cultural and artistic events, adherence to the University's corporate traditions, art exhibitions, film lectures, meetings with notable individuals, and other activities held at the University.	Vice-Rectors, Deans of Faculties, Directors of Institutes and College, Heads of Departments	Number of events held.
3.4.	Development and monitoring of the state of corporate culture at the University. Increasing the level of engagement of faculty, students, and	Vice-Rector for Academic Affairs (Corporate	Compliance with the Corporate Code of Conduct by all participants in

	staff in the regulation of procedures and assurance of the quality of education and the educational process. Implementation of anti-corruption measures.	Governance), Deans of Faculties, Directors of Institutes and College	University activities. Conducting corporate training and managerial work with support staff.
4.	Improving management		
4.1.	Support and development of an effective communication system within the corporation.	Vice-Rectors, Deans of Faculties, Directors of Institutes and Colleges, Heads of Departments, Heads of Structural Units	Response time to requests, assignments, and information.
4.2.	Introduction of a system of key performance indicators for Vice-Rectors, Heads of Departments, and Heads of Structural Units.	Rector	Availability of an appendix to the job description of the respective employee with targeted performance indicators.
4.3.	Ensuring the University ranks among the top three academic rankings of Ukrainian higher education institutions in the “Top-200” among private universities.	Vice-Rectors, Deans of Faculties, Directors of Institutes and Colleges, Heads of Departments, Heads of Structural Units	Ranking results.
4.4.	Improvement of the University’s organizational structure. Broader involvement of faculty in activities aimed at improving University governance and attracting prospective students.	Vice-Rectors, Deans of Faculties, Directors of Institutes, Heads of Departments, Heads of Structural Units	Elimination of function duplication. Optimization and increased efficiency of business processes.
4.5.	Strengthening the role of the department as the basic structural unit of the University.	Vice-Rectors, Heads of Departments	Availability of departments engaged in educational,

			methodological, and scientific activities, whose heads ensure the organization of the educational process, implementation of academic plans, and control over the quality of teaching, methodological work, and scientific activities of faculty members.
4.6.	Ensuring financial stability of income from educational services within the budget.	Vice-Rectors, Deans of Faculties, Directors of Institutes and College, Heads of Departments, Chief Financial Officer	Student tuition debt not exceeding 10%.
4.7.	Search for international sources of University funding: development grants, financial support for organizing the educational process, scholarships for specific student categories, including veterans of the Ukrainian-Russian war.	Vice-Rector for International Relations, Director of the Institute of International Education	Number of grants and attracted funds.
4.8.	Continuous and systematic training of staff in modern forms and methods of work; professional development of faculty, methodologists, managers, etc.	Vice-Rectors, Heads of Departments	Participation in external trainings and seminars, ongoing “University Methodologist School,” and a faculty development plan.
4.9.	Ensuring conditions for quality student education: staffing,	First Vice-Rector,	Annual monitoring of

	methodological and material support in accordance with licensing conditions for educational activities and NAQA accreditation requirements for educational programs.	Heads of Graduating Departments	compliance with licensing conditions.
5.	Scientific activity		
5.1.	Promotion of the formation of scientific schools and new research directions through the involvement of leading Ukrainian scientists and foreign researchers in joint monograph writing, international scientific conferences, and other activities.	First Vice-Rector, Heads of Departments	Availability of at least one relevant research project at each department or institute.
5.2.	Increase in the number of scientific publications in professional academic journals of Ukraine, categories A and B, by full-time academic and teaching staff of the University.	First Vice-Rector, Heads of Departments	Number of publications in relevant journals.
5.3.	Ensuring the University ranks among the top five Ukrainian universities in the Scopus and Webometrics rankings among private higher education institutions.	First Vice-Rector, Heads of Departments	Ranking results https://osvita.ua https://webometrics.info
5.4.	Ensuring the operation of one-time dissertation councils for the defense of Doctor of Philosophy candidates.	First Vice-Rector, Head of the Postgraduate and Doctoral Studies Department	Number of defended dissertations.
5.5.	Ensuring the effectiveness of postgraduate/doctoral programs at the national average level (increase the percentage of defenses among graduates).	First Vice-Rector, Head of the Postgraduate and Doctoral Studies	At least 25% of graduates of PhD programs successfully defend their dissertations.

		Department, Supervisors of Postgraduate/Doctoral Students	
5.6.	Active implementation of distance learning elements in postgraduate/doctoral programs.	First Vice-Rector, Head of the Postgraduate and Doctoral Studies Department, Heads of Departments responsible for postgraduate/doctoral education	50% of educational materials are available on the distance learning platform.
6.	6. Information Support and Automation		
6.1.	Development of a unified corporate information and educational environment of the University “e-KROK”, integrating Microsoft 365, Moodle distance learning platform, external MOOCs, and other University information resources.	First Vice-Rector, Directors of the Information Technology Center, Distance Learning Center, and University Management Automation Department	Operational unified corporate information and educational environment “e-KROK”.
6.2.	Development and implementation of the University’s digitalization strategy.	Rector, Vice-Rectors, Deans of Faculties, Directors of Institutes	Development: Stage 1 – by 15.08.2023; Stage 2 – by 01.01.2024;

		and College, Heads of Departments, Director of the Information Technology Center	Implementation – ongoing.
6.3.	Increasing student and faculty engagement in the corporate communication environment by introducing services and solutions of interest to them.	Vice - Rectors , Directors of the Information Technology Center, Distance Learning Center, University Management Automation Department, Deans of Faculties, Directors of Institutes and College, Heads of Departments	Number of active students in Office 365, number of implemented services for students and faculty.
6.4.	Further automation of processes using the University's Automated Control System (ACS) and other software. Implementation of electronic document management and digital signature systems.	Vice - Rectors , Directors of the Information Technology Center, Student Office, University Management Automation Department	Reduction in the time required to complete standard procedures, especially those related to student requests (preparation of certificates, calculation of academic differences, etc.).

