

DEVELOPMENT STRATEGY
Berdyansk State Pedagogical University
(2022-2025)

Mission. Berdyansk State Pedagogical University implements modern models of continuous professional and personal development of a teacher, specialist, citizen, patriot and innovator, contributes to the achievement of the Sustainable Development Goals of Ukraine by implementing the best European practices and principles of innovation in its scientific research and professional activities, forming a personality with a high level of professional competence, intellectual activity and social responsibility.

Vision.

Berdyansk State Pedagogical University is the center of education, science, innovation, culture and spirituality of the Ukrainian Northern Azov Region.

Berdyansk State Pedagogical University is a team of like-minded people in love with the profession, with a special climate and corporate spirit.

Berdyansk State Pedagogical University is a socially responsible partner of the government, business, community, and academic community.

Development priorities:

1. Pragmatization of the content of education and science in order to spread the culture of quality and strengthen BSPU as a space of opportunities for personal and professional growth.
2. Development of BSPU as an innovative and progressive center of scientific research of the Ukrainian Northern Azov Region for the implementation of the Sustainable Development Goals of Ukraine.
3. Nurturing universal, cross-cultural, professional values and promotion of national and patriotic ideas by a community of like-minded people who teach and learn together.

Priority 1. Pragmatization of the content of education and science in order to spread the culture of quality and strengthen BSPU as a space of opportunities for personal and professional growth

Operational tasks

1. Transform the content of educational services in accordance with the needs of the new competitive environment through a comprehensive analysis of current EPs, the labor market, the new educational market, the list of future professions and the personnel potential of the University

Warning line:

The presence of “unprofitable” educational and professional programs and small groups + a highly competitive educational environment in a new location.

2. Digitize management processes of the university

Warning line

Seizure of university property, significant destruction of its buildings and theft of the MTB. + Uncertainty of the terms of the temporary occupation of the town. + Availability of SED and e-education, which can be implemented if the necessary conditions are met.

3. Optimize the organizational structure of the university for effective management and provision of quality educational services in conditions of uncertainty

Warning line:

The need to reorganize the structure of BSPU + Unpredictability of the results of the 2022 admission campaign + Reduction in the number of applicants and staff turnover due to the security situation in Ukraine and the region + Decrease in the solvency of students and potential applicants, which will lead to a reduction in the special fund of BSPU + Reduction in state orders.

4. Introduce a system of professional and personal growth of scientific and pedagogical workers and recognition of the academic community of BSPU

Line of force

Availability of unique short-term professional development programs for teaching staff and non-professionals. + Expert potential of teachers (NAHEQA, NRFU, branch expert councils at the MES, scientific and methodical commissions at the MES, etc.). + Availability of a certain pool of experts who could strengthen the recognition of BSPU through appearances in the media, at various events of the national and international level.

5. Develop and implement the university's marketing strategy

Line of defense

The establishment of external communication through the website, official pages of the university and structural units, personal pages of teachers in social networks + Valid certificates of accreditation for most educational and professional programs + Availability of unique educational and professional programs + Availability of unique short-term professional development programs for teaching staff and SPWs + Highly competitive educational environment in a new location + Possibility of collaboration on the part of individual employees and higher education students.

6. Introduce separate ECs in a foreign language to strengthen the competitiveness of graduates through their knowledge of a

foreign language

Line of improvement:

Low level of foreign language proficiency among the university community + availability of international partners for joint participation in projects, external academic mobility, international events, etc. + availability of current academic support programs for free participation of BSPU teachers in various support programs for Ukrainian scientists abroad.

7. Provide material and technical base at the new location

Warning line:

The lack of infrastructure in the new place + the uncertainty of the terms of the temporary occupation of the town + the seizure of the university's property, the significant destruction of its buildings and the theft of the MTB + 2/3 of the employees and 1/2 of the students of HE, the MTB are on the TOT.

8. To ensure a stable financial condition of the university in conditions of uncertainty

Warning line:

A decrease in the solvency of students and potential applicants, which will lead to a reduction in BSPU's special fund + a reduction in state orders + the need to reorganize the structure of BSPU + low activity in grant-project activities + low activity in attracting external assistance + presence of "unprofitable" educational and professional programs and small groups.

Priority 2. Development of BSPU as an innovative and progressive scientific research center of the Ukrainian Northern Azov Region for the implementation of the Sustainable Development Goals of Ukraine

Operational tasks

- 1. Develop and implement a system of measures to promote and stimulate grant-project activity, commercialization of**

scientific research and provision of scientific services

Line of improvement

Availability of international partners for joint participation in projects, external academic mobility, international events, etc. (partner institutions: University of Genoa (Italy), University of Cassino (Italy), “Fulbright Program in Ukraine”; American Councils; US Embassy, Higher School management and administration in Opole (Poland), Higher Technical School in Katowice (Poland), USAID, GIZ, British Council) + Implementation of two state budget themes + Successful experience in grant-project activity + Low activity in grant-project activity + Low level of foreign language skills among the university community.

2. Create innovative scientific and technical products and develop a set of measures to stimulate SPWs to publish the results of scientific research

Line of force

Increasing the publishing activity of the SPWs in the journals SCOPUS, WoS + Expert potential of teachers (NAHEQA, NRFU, branch expert councils at the Ministry of Education and Science, Science and Methodology commissions at the Ministry of Education and Science, etc.) + Availability of domestic partners to intensify cooperation and internal academic mobility programs

3. To develop a system of measures to increase the prestige and competitiveness of BSPU’s scientists

Line of defense

Improvement of the ranking positions of BSPU (WEBOMETRICS rating: 104th place (was 135th place); Rating according to Scopus indicators: 110th place (was 113th place); RATING OF UKRAINIAN UNIVERSITIES “TOP-200 UKRAINE 2022”: 102nd place (was 116th); Hirsch index according to Scopus indicators: H=15 (was 12) + Reduction in the number of applicants and staff turnover due to the security situation in Ukraine and the region + Attractiveness of educational offers of European universities for Ukrainian applicants, students and teachers

Priority 3. Nurturing universal, cross-cultural, professional values and promotion of national and patriotic ideas by a community of like-minded people who teach and study together

Operational tasks

1. Create a professional and valuable ecosystem of the university

Warning line

Professional burnout of the SPWs + The need to update the procedure for distributing the educational load of the SPWs + Reduction in the number of applicants and staff turnover due to the security situation in Ukraine and the region + The possibility of collaboration on the part of individual employees and higher education applicants

2. Develop a system of measures to establish BSPU as a self-sufficient, competitive and socially responsible partner

Line of defense

Open civic position and recognizability of the rector + Improved external communication through the website, official pages of the university and structural subdivisions, personal pages of teachers in social networks + Possibility of collaboration on the part of individual employees and higher education applicants + Optimization of the network of higher education institutions in Ukraine

3. Open a career development center for students of BSPU and a qualification center

Line of improvement

The presence of powerful and public graduates of BSPU who can provide image and financial assistance + Highly competitive educational environment in a new location + Attractiveness of educational offers of European universities for Ukrainian applicants, students and teachers.

Long-term development plan for BSPU

PRIORITY 1. Pragmatising the content of education and science to promote a culture of quality and strengthen BSPU as a space of opportunities for personal and professional growth.

N	Objective.	A system of measures aimed at solving the problem	P r o d u c t / r e s u l t	Indicator.		Implem entation deadline	Resp onsi ble pers ons	Performe rs.
				current	targete d			
1.	To transform the content of educational services in accordance with the needs of the new competitive environment through a comprehensive analysis of existing educational programmes, the labour market, the new educational market, the list of future professions and human resources University	<ol style="list-style-type: none"> 1. Establish a working group (August-September 2022). 2. Analyse the labour market and identify its needs (October-November 2022) 3. Conduct a comprehensive analysis of the OD and staffing (December 2022) 4. Make administrative decisions and prepare bids (December 2022) 5. Update the Regulations on Educational Programmes (January 2023-February 2023) 	The result of a comprehensive analysis and typology of existing OPs. competitive educational services, competitive offers - 2023, Regulations on the OP (updated version)	number of understaffed groups and unprofitable operating units (20%)	Bids - 2023, which meet the needs of the competitive environment	D e c e m b e r 2 0 2 3	First Vice-Rector	Deans of faculties, guarantors of the EPP, the Commission for the Quality of Education, the Competition Commission

2.	Digitalise the university's management processes	<ol style="list-style-type: none"> 1. Introduce e-learning (August-December 2022). 2. Amend the Regulation on the Organisation of the Educational Process to digitalise the management of the educational process (December 2022). 3. Implement the EDMS (September 2022-December 2023) 4. Develop workflow instructions for electronic document management (December 2023). 	<p>EDM, electronic dean's office, regulations</p> <p>On the organisation of the educational process (updated version), Instructions</p> <p>onelectronic record keeping for the document management</p>	0	Digital management tools for higher education institutions	December 2023	Rector, first vice-rector	Head of the HR department, Head of the educational department, Head of the information and computing centre, deans
3.	Optimise the organisational structure of the university for effective management and providing quality	<ol style="list-style-type: none"> 1. Establish a working group (September 2022) 2. Conduct a staffing audit (September 2022) 3. Conduct an audit of the applicant pool (October 2022) 4. Conduct an audit of financial support (December 2022) 	compact and functional organisational structure as a result of multi-vector audit	Organisational structure as of August 2022	Organisational structure aligned with the contingent and financial provisioning	December 2022	Rector	First Vice-Rector, Chief Accountant, Head of Human Resources, chief
	educational services in the face of uncertainty	<ol style="list-style-type: none"> 5. Prepare a draft decision of the Academic Council to optimise the structure of the university (December 2022) 6. Prepare a draft order on optimising the university structure (December 2022) 						training department

4.	To introduce a system of professional and personal growth of the academic staff and recognition of the academic community of BSPU	<ol style="list-style-type: none"> 1. Create a working group (February 2023) 2. Develop a teacher profile (February-March 2023) 3. Develop a framework for teaching excellence (April-June 2023) 4. Improve the methodology for assessing the quality of teaching (June-August 2023) 5. To introduce an annual image event to recognise the achievements of the NPP on the occasion of the Day of Education Worker (from October 2023). 6. Conduct a set of educational activities to promote key ideas for improving teaching excellence and best practices in higher education (information through the website, official social media pages, and joint chats) (September 2023-September 2024). 7. Develop, implement new and update existing professional development programmes for teachers (September 2023 - June 2024). 8. Launch a professional Hub as a partnership between internal and external stakeholders (March 2024). 9. To implement the university's "Educator of the Future" talent pool (January 2024-December 2024). 10. Develop an online platform for posting methodological resources for teaching, a bank of best practices in teaching and learning (February 2024 - February 2025) December 2025). 	<p>A consistent programme of professional and personal development activities</p> <p>A framework for teaching excellence</p>	0	<p>Formed staff core of the University (indicators: high degree of loyalty to the University, each person fulfilling at least 5 points of the LU, at least 1 specialised doctor per speciality, fixed status of guarantors of the EP and powerful working groups, etc.) Annual increase in students satisfied with the quality of teaching by 10%</p>	D e c e m b e r 2 0 2 5	First Vice-Rector	Head of the training department, head of the HR department, head of the teaching excellence centre
5.	Develop and implement a marketing strategy for the university	<ol style="list-style-type: none"> 1. Establish a working group (September 2022) 2. Conduct an audit of the current state of marketing at the university (October 2022) 3. Develop a draft marketing strategy for the university (November 2022) 	University marketing strategy for the period 2023-2025	0	Implementation of a marketing strategy with an annual progress	D e c e m b e r 2	Vice-rector for scientific and pedagogical work	Department of social and humanita

	y				report as a basis for moulding	0 2 2		rian work
		<p>4. Hold a public discussion of the draft marketing strategy of the university (December 2022)</p> <p>5. Approve the university's marketing strategy at the Academic Council (December 2022)</p>			<p>bids (until 1 May 2023, but no later than the date of publication of non-budget bids for 2023-2024 academic year)</p>			

6.	Introduce separate ECs in a foreign language to strengthen the competitiveness of graduates through their knowledge of a foreign language	<ol style="list-style-type: none"> 1. Create a working group (September 2022). 2. Conduct a survey among teachers on their readiness to teach the EC in a foreign language (September 2022). 3. Form priority groups of teachers for priority foreign language learning (October 2022). 4. Organise a permanent Speaking Club for teachers (October 2022). 5. Search for, write and submit grant applications for the study of a foreign language at the NPP (October 2022 - March 23). 6. Implement foreign language courses for NPPs through international projects, grants, and volunteer offers (September 2024 - December 2025). 	OK in English (in addition to the language disciplines).	0	Increase in the number of ECs taught in a foreign language by 3% annually	D e c e m b e r 2 0 2 5	First Vice-Rector	Department of Foreign Languages and Teaching Methods
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7	Provide the material and technical base at the new location	<ol style="list-style-type: none"> 1. Create a working group (August 2022). 2. Search for, write and submit grant applications for the purchase of office and computer equipment (September 2022). 3. Find and engage domestic and foreign partners for the restoration of the MTB (books, furniture, equipment, etc.) (September 2022). 4. Establish close cooperation with local authorities to support the University as a temporarily displaced HEI (premises, furniture, equipment, etc.) (September 2022). 5. To develop options for the accommodation of higher education students and university staff in the dormitories of local higher education institutions (October 2022). 6. To equip a separate building for the University at the new location (November-December 2022). 	A separate room, floor, classrooms, administrative offices, dormitory rooms, furniture, equipment, books, etc.	0	A separate building of the University was arranged at a new location	December 2022	Rector	Rectorate, Chief Engineer, Chief Power Engineer, Head of Information and Computing Centre
8	To ensure the stable financial position of the university in the face of uncertainty	<ol style="list-style-type: none"> 1. To develop and justify the main indicators of efficiency and effectiveness of the use of financial resources of the university (September-December 2022). 2. Develop and implement a system for managing financial resources under conditions of uncertainty (October 2022 - June 2023) 	A flexible financial management mechanism capable of working ahead of negative consequences	0	Mechanism of financial management of higher education institutions	June 2023	Chief Accountant	Rectorate

1.	Develop and implement a system of measures to promote and stimulate grant and project activity, commercialisation of research and provision of scientific services	<ol style="list-style-type: none"> 1. Establish a working group (January 2023) 2. Analyse the problems and opportunities for the participation of NPEs in grant and project activities and prepare an analytical report (February 2023) 3. Explore potential opportunities for university participation in national and/or international projects (March 2023) 4. Introduce systematic information about open competitions through the Telegram channel "Science. Reboot" (on a regular basis) 5. Introduce systematic workshops on how to complete and submit grant applications (March 2023) 6. Form interdisciplinary teams to write and submit grant and project applications for funding competitions (funded by the general and special funds) (April 2023) 7. Organise the submission of applications for foreign individual and collective grants, national competitions for state and non-state funding (May 2023) 8. Investigate the capacity of each department to participate in the implementation of economic contractual topics and introduce systematic training on implementation of commercial contracts 	Replenishment of the university budget through the implementation of grant projects, commercialisation of research and provision of scientific services	funds raised (UAH 79,000)	an increase of 50 per cent	December 2025	Vice-Rector for Research, Coordinator of International Activities, Head of the ArsDosendi Centre	<p>Heads of departments, deputies for scientific work</p> <p>Working group, BSPU Research Department, Department of Social, Humanitarian and Educational Work</p>
2.	Create innovative scientific and technical products	<ol style="list-style-type: none"> 1. Establish a working group (September 2022) 2. Develop a Regulation on incentives and rewards for NPEs for publications in journals that are referenced in 	increase in the number of scientific and technical products	patents - 0,	an increase of 8%	December 2025	Vice-rector for academic affairs	Deputy deans for scientific

	<p>and develop a set of measures to encourage NPEs to publish research results</p>	<p>scientific and metric databases Scopus and WoS (October 2022)</p> <ol style="list-style-type: none"> 3. Introduce a system to increase the publication activity of the NPE in SCOPUS and WoS journals (January 2023 - December 2023) 4. Analyse the effectiveness of the system for increasing the publication activity of the NPE in SCOPUS and WoS journals and make adjustments (December 2024) 5. Introduce regular workshops on contemporary academic writing (April 2024) 6. Introduce seminars on the basics of scientometrics and copyright (May 2024) 7. Launch the practice of obtaining copyright certificates for a work and registration of intellectual property rights (patents for utility models, inventions, industrial designs, etc.), registration of research results as technologies and their registration in UkrINTEI (June 2024) 8. Create a database of BSPU's intellectual property (September 2014) 		<p>copyright certificate for the work - 0,</p> <p>technology - 0,</p> <p>publications in journals abstracted in the Scopus scientific and metric databases - 19, WoS - 29</p>				<p>w o r k s , h e a d s o f d e p a r t m e n t s</p>
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3.	To develop a system of measures to increase the prestige and competitiveness of BSPU scientists	<ol style="list-style-type: none"> 1. To develop and implement a rating of scientific activity of the university's research and development centre (December 2025) 2. To develop amendments to the Regulation on the consolidated ranking of the NPP to take into account publication activity in the Scopus and WoS scientific and metric databases (December 2024) 3. To develop mechanisms for a significant increase in the scientometric indicators of scientists and the university as a whole according to the Scopus and WoS databases (+ involvement of young scientists as co-authors of publications) (December 2023) 4. Introduce continuous monitoring of the scientific workload of the NPD in the amount of 400 hours per year (ongoing) 5. Introduce the practice of submitting young scientists for prizes and scholarships 	<p>Increasing the university's research and metrics indices</p> <p>Regulations on the consolidated rating of NPEs</p> <p>Opening of Special Councils</p> <p>Number of SPEs and NPs - participants scientific competitions</p> <p>Scientific profiles of the SPEs</p>	Non-systemic measures	Formation and implementation of a system of measures to intensify the University's research activities with clear measurable indicators of personal growth	December 2025	Vice-Rector for Research, Coordinator of International Activities	Deputy deans for research, heads of departments
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1.	Create a professional and value-based ecosystem of the university	<ol style="list-style-type: none"> 1. Establish a working group (November 2022) 2. Develop a profile of a representative of the BSPU community (March-April 2023) 3. Develop a Code of Conduct for the university community (May-June 2023) 4. Establish the NGO "I am BSPU" (September-October 2022) 5. Conduct systematic diagnostics to identify risk groups among 	<p>profile of a representative of the BSPU community</p> <p>System of measures to create a professional and value ecosystem of BSPU Code of Conduct</p>	Ecosystem disruption due to relocation	BSPU's value ecosystem, distinguished by its own corporate spirit, is recognisable and progressive	December 2025	Vice-rector for scientific and pedagogical work	Deans, social and humanitarian work department, student council

		<p>representatives of the university community (professional burnout, value orientations, adaptation, etc.) (December 2022-February 2023)</p> <ol style="list-style-type: none"> 6. Launch a series of cultural and entertainment events that unite the university community (marathons, quests, psychological trainings, ...) (October 2022) 7. Launch of the BSPU-FM radio (September 2014) 8. To initiate amendments to the Regulation "On BSPU Student Self-Government" taking into account the priorities of the university development (September 2022) 9. Update the concept of educational work at BSPU (June 2023) 10. Hold a series of educational and patriotic events (ongoing) 11. Develop a value component to the questionnaire "Teacher through the eyes of students" (May 2023) 	of the university community					
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2.	Develop a system of measures to establish BSPU as a self-sufficient, competitive and socially responsible partner	<ol style="list-style-type: none"> 1. Establish a working group (September 2022) 2. Carry out internal and external SEO optimisation of the website to improve its visibility (January 2023-January 2024) 3. Define communication goals and objectives in line with BSPU's mission and vision (October 2022) 4. Conduct a SWOT and PEST analysis (November-December 2022) 5. Develop a matrix of external stakeholders (February 2023) 6. Conduct risk analysis (frequency, impact, avoidance) (February 2023) 7. Analyse communication scenarios and describe some of the most likely ones (February 2023) 8. Determine the target positioning of BSPU based on the brand (December 2022) 	BSPU communication strategy	statistics of visitors to the official resources of the University and the range of partners with whom there are agreements and joint products	<p>expansion of the target audience by 25%, improvement of the site's position in search engine results by 50%</p> <p>Number of effective partnerships and products</p>	January 2024	Vice-rector for scientific and pedagogical work	Deans, Department of Social, Humanitarian and Educational Work, Department of Social Communications, Department of Computer Technologies in Management and Education and Informatics
		<ol style="list-style-type: none"> 9. Define the key message and message box, tone of communication (March 2023) 10. Identify communication channels and tools (March 2023) 11. Develop a strategic communications plan and budget (March 2023) 12. Develop algorithms for crisis communication (April 2023) 13. Evaluate the effectiveness of the communication strategy and make appropriate changes (December 2023) 						

3.	To open a career development centre for BSPU students and a qualification centre	<ol style="list-style-type: none"> 1. Create a working group (February 2023) 2. To study the best practices of career development centres in Ukrainian and foreign universities (March-April 2023) 3. To develop regulations and launch a career development centre for BSPU students (start-up and leadership schools, employment monitoring, etc.) (May-August 2023) 4. Conduct an audit of the professional qualifications market and establish a qualification centre (February-April 2023) 5. Establish the BSPU Alumni Association and develop an action plan to attract active, progressive, motivated of BSPU graduates (December 23) 	<p>Increase in the rate of graduate employment by degree and speciality</p> <p>attracting a new category of applicants for professional qualifications</p>	employment rate 1.1 (59,6%)	increase the employment rate by 15%	D e c e m b e r 2 0 2 3	First Vice-Rector, Vice-Rector for Scientific and Pedagogical Work	Deans, academic department, social, humanitarian and educational work department, head of HR department
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