

Appendix 1
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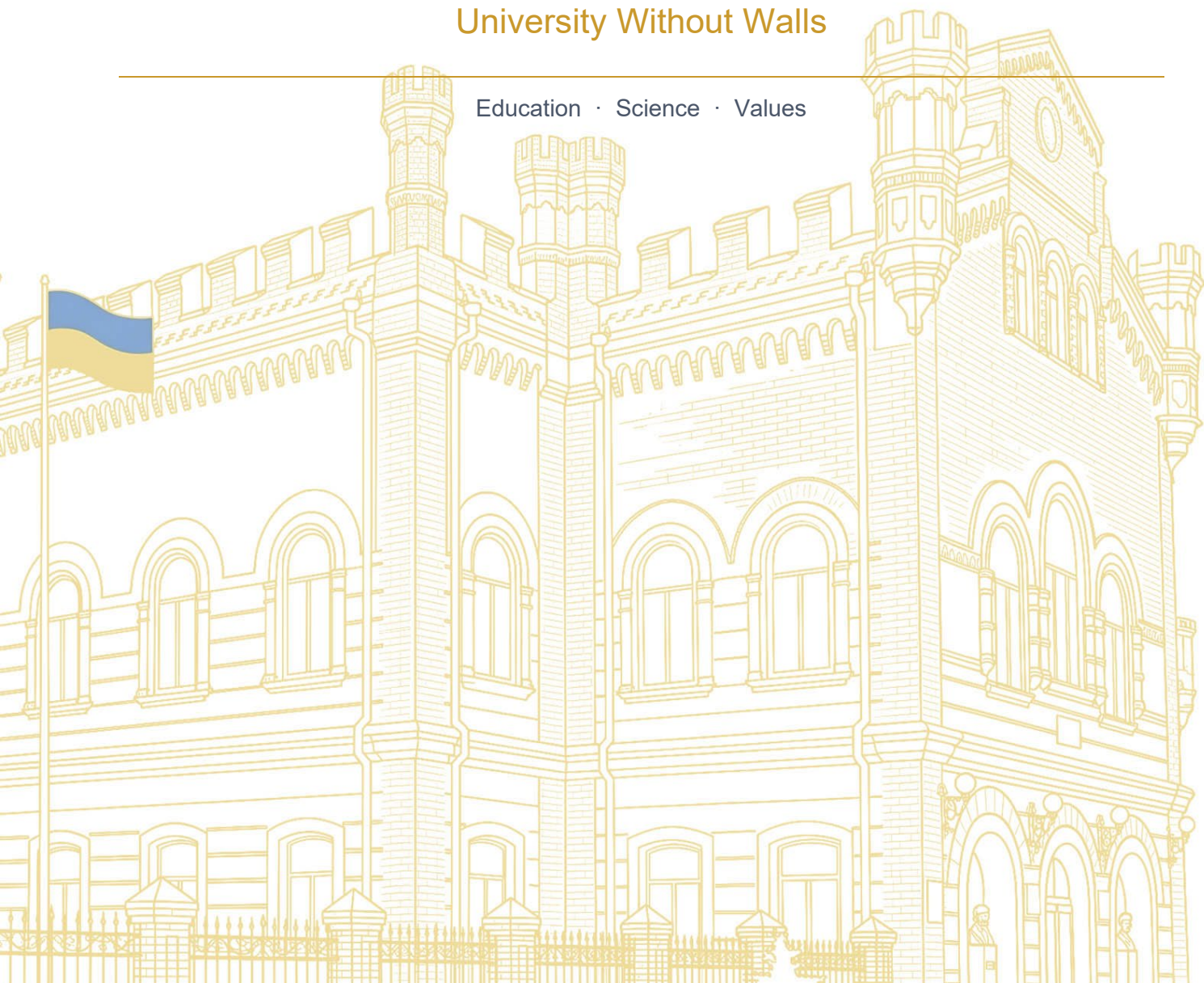
BERDYANSK STATE PEDAGOGICAL UNIVERSITY

DEVELOPMENT STRATEGY

2026 – 2030

University Without Walls

Education · Science · Values



INTRODUCTION

Preamble

Berdiansk State Pedagogical University (BSPU) defines its development strategy amidst profound transformations in higher education across Ukraine and Europe. The full-scale war, the forced displacement of the institution, the destruction of physical infrastructure, and the fragmentation of academic communities have not only posed unprecedented challenges but also necessitated a rethinking of the university's essence, its societal role, spatial boundaries, and organisational forms of operation.

In response to these challenges, BSPU consciously adopts a development model aligned with the European vision 'University Without Walls 2030' and embeds it into its institutional identity. Within this framework, the university positions itself as an open, distributed, and networked institution that combines physical and digital environments, ensuring operational continuity in education and research and fulfilling its mission in close cooperation with partners, communities, and society.

The 'university without walls' model represents a transition from a conventional institution concentrated within a single physical campus to one operating across a distributed network of spaces, partner hubs, and digital environments. In this model, the university is not constrained by its physical infrastructure; instead, it leverages a comprehensive spectrum of academic, institutional, and societal resources accessible through collaborative networks.

This approach involves developing shared spaces of presence, mobile activity formats, and flexible organisational solutions that enable the university to be present wherever knowledge is created and transmitted, partnerships are forged, and new developmental opportunities emerge.

BSPU's strategy is grounded in the principles of reforming the European Research Area and advancing academic culture. The university is a signatory to international initiatives establishing modern standards for research and its evaluation, including DORA, CoARA, the Stockholm Declaration on Reforming Scientific Publishing, the European Charter for Researchers, the Code of Conduct for the Recruitment of Researchers, and the '*More Than Our Rank*' initiative. This reflects the university's commitment to open science, responsible research, multidimensional evaluation of scientific outputs, and the support of academic career trajectories.

The strategy is executed through a framework of interconnected pillars: Education, Science, and Values, each comprising five strategic goals. Key dimensions of university development run cross-cuttingly through all strategic goals and are supported by corresponding operational areas. These dimensions include:

- **Academic Community and Talent Development**
- **Responsibility**
- **Internationalisation**
- **Orientation toward Sustainable Development Goals**
- **Innovation**
- **Infrastructure and Digitalisation**
- **Financial Sustainability**
- **Uniqueness of the University**

These developmental dimensions shape not only the substance of educational and research processes but also the nature of institutional culture and community engagement.

Academic community and talent development serve as the bedrock of the 'university without walls'. BSPU prioritises supporting, retaining, and advancing its academic community by creating environments conducive to professional growth, active involvement, and the realisation of human potential. Particular emphasis is placed on maintaining social ties and mutual support, and on fostering a strong sense of institutional belonging within a distributed operating environment.

Responsibility encompasses the ethical, social, and professional dimensions of university operations. It is reflected both in professional training curricula and in research conducted with integrity, transparency, and thorough risk assessment. In a broader sense, responsibility defines the university's engagement with society and sustains public trust in its institution.

Internationalisation is an essential characteristic of the 'university without walls'. It is achieved through active participation in global educational and research communities, strategic partnerships, and transnational academic networks. This approach promotes the exchange of knowledge, expertise, and best practices while fostering openness to cultural diversity and global collaboration.

An orientation toward the Sustainable Development Goals (SDGs) provides a benchmark for institutional priorities. BSPU integrates the SDGs into its study programmes, research focus areas, and societal engagement, addressing critical social, economic, and environmental challenges.

Innovation represents the university's capacity for institutional renewal and pioneering solutions. This encompasses advancing research methodologies and applied outcomes, as well as introducing novel teaching formats, collaborative models, and operational frameworks. Innovativeness is closely tied to fostering initiative, adaptability to change, and a readiness for experimentation.

Infrastructure and digitalisation underpin the university's ability to operate effectively within a distributed framework. This involves deploying digital tools and platforms that guarantee the accessibility and continuity of educational and research activities, streamline data governance, and cultivate environments for open collaboration.

Financial sustainability is a prerequisite for the university's long-term viability. BSPU focuses on diversifying revenue streams, optimising resource allocation, and supporting core operational processes, thereby ensuring institutional resilience amidst uncertainty and structural constraints.

Uniqueness is the defining dimension of BSPU's institutional identity. It is embodied in the 'university without walls' model, positioning the institution as an open, distributed, and networked entity operating at the intersection of physical and digital environments through extensive partnerships and community networks.

Within this framework, the university transcends traditional campus boundaries, functioning as a dynamic network of academic and social ties. This represents a paradigm shift from a localised institution to a distributed system anchored in collaboration, coordination, and trust. Such an operational model ensures seamless educational and research workflows, preserves community cohesion, and allows core institutional functions to thrive regardless of physical location.

BSPU's uniqueness is further demonstrated by its capacity to unite education, science, and values into a cohesive model focused on collaborative knowledge co-creation. The university serves as a network hub integrating partnerships, academic communities, and societal engagement to drive the circulation of ideas, knowledge, and practices.

A vital element of this uniqueness is an institutional culture built on transparency, trust, mutual accountability, engagement, and inclusivity. This distinctive culture bolsters institutional resilience during times of uncertainty, sustains interpersonal connections, and facilitates smooth adaptation to change.

Consequently, the 'university without walls' model is not merely a discrete line of development but an overarching meta-framework governing BSPU's operations, relationships, and strategic positioning. It empowers the university to thrive as a distributed, networked institution integrated into the global academic landscape while remaining deeply rooted in its societal context – balancing operational flexibility with multi-campus cohesion and maintaining an enduring intellectual and cultural bond with the Ukrainian Northern Azov region.

MATRIX OF STRATEGIC GOALS

Alignment of development dimensions and strategic goals across pillars:

Development Dimension	Pillar 1: Education	Pillar 2: Science	Pillar 3: Values
 Academic Community & Talent Development	1.1 1.2	2.2 2.3 2.4 2.5	3.1 3.2 3.3 3.4
 Uniqueness	1.4 1.5	2.1 2.2 2.3 2.4 2.5	3.1 3.2 3.3 3.4
 Internationalisation	1.2 1.4	2.5	3.3
 Sustainable Development Goals (SDGs)	1.1 1.2 1.5	2.2 2.5	3.3 3.4
 Innovation	1.1 1.3	2.2 2.5	3.2
 Responsibility	1.1 1.2 1.5	2.1 2.2 2.3	3.1 3.5
 Infrastructure & Digitalisation	1.1 1.3	2.1 2.4	3.2
 Financial Sustainability	1.1	2.5	3.2

MISSION

OF BERDYANSK STATE PEDAGOGICAL UNIVERSITY

Berdiansk State Pedagogical University stands as a 'university without walls' – an open, networked, and socially responsible institution functioning through the interaction of physical and digital environments, ensuring continuous professional and personal development for educators, researchers, practitioners, and citizens.

The University generates, disseminates, and applies knowledge grounded in academic freedom, open science, and institutional responsibility. It implements cutting-edge pedagogical practices while cultivating critical thinking, intellectual autonomy, and civic engagement.

BSPU engages proactively with communities, state authorities, and international partners, contributing to Ukraine's sustainable development and post-war recovery. It trains highly qualified professionals equipped to act responsibly, innovatively, and effectively amidst the uncertainties of martial law.

P I L L A R 1

EDUCATION

STRATEGIC FRAMEWORK

Education represents the strategic priority of BSPU, forming the fundamental mission that defines its institutional identity and societal value. Amidst martial law, forced displacement, national recovery, and structural transformations in higher education, the university is evolving from a conventional service provider into a dynamic catalyst for Ukraine's human capital, an inclusive academic community, and a leading hub for pedagogical innovation.

BSPU is transitioning toward an open, flexible, and distributed educational system capable of thriving under unstable conditions. Implementing the 'university without walls' model merges physical and digital presence, expands regional network interactions, and deepens collaboration with employers and civil society. This transformation entails not merely adapting teaching formats, but fundamentally reimagining higher education as a student-centred, practically relevant, and socially responsible process.

BSPU's educational strategy is guided by five core principles:

- ▶ **Accessibility and continuity:** education must remain accessible to all learners regardless of geographic location, social background, special educational needs, or wartime circumstances;
- ▶ **Quality and practical value:** professional preparation must align with real-world labour market demands, national reconstruction requirements, and international academic standards;
- ▶ **Innovation and digitalisation:** the educational process must seamlessly incorporate modern digital technologies, artificial intelligence, and advanced digital pedagogy;
- ▶ **Openness and networking:** the university builds a collaborative academic ecosystem where knowledge is co-created and shared through robust partnerships;
- ▶ **Responsibility and sustainability:** BSPU prepares professionals capable of tackling sustainable development challenges and championing social justice.

Goal 1.1. Quality of Education, Teaching Excellence, and Academic Staff Potential

The university guarantees educational quality by integrating rigorous academic training with practical professional experience, systematically engaging external industry professionals. BSPU is championing the model of a next-generation educator: an instructional designer, learning facilitator, and practice-oriented expert. Staff potential is cultivated by establishing an open, collaborative academic network.

KEY ACTION LINES

- ▶ Regularly updating study programmes to reflect evolving labour market requirements;
- ▶ Advancing comprehensive internal educational quality assurance mechanisms;
- ▶ Adopting a distributed faculty model to ensure flexible, high-quality staffing for educational activities;
- ▶ Implementing an open teaching framework that integrates leading practitioners, industry experts, and international academics;
- ▶ Promoting Teaching Excellence and establishing formal recognition systems for outstanding pedagogical quality;

EXPECTED RESULTS BY 2030

- ✓ The practical relevance of study programmes and graduate employment rates in specialised fields is significantly enhanced;
 - ✓ The vast majority of academic staff operate effectively within modern instructional design methodologies;
 - ✓ A transparent, institutionalised system for recognising teaching excellence is fully operational;
 - ✓ A sustainable, active network of external stakeholders – including Ukrainian and international partner universities, industry practitioners, and alumni – is established.
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Goal 1.2. Open, Distributed, and Personalised Educational Model

BSPU implements the 'university without walls' model to ensure continuous, accessible, and highly adaptable education tailored to conditions of displacement, mobility, and diverse student needs. The learner is empowered as an active agent in higher education, capable of designing their own individual educational trajectory.

KEY ACTION LINES

- ▶ Developing hybrid and distance learning formats as primary operational models for educational delivery;
- ▶ Maintaining a stable, predictable student enrolment across all levels of higher education;
- ▶ Establishing a network of regional educational hubs hosted by partner institutions, schools, local communities, and organisations;
- ▶ Adapting study programmes to mitigate risks and maintain resilience amidst external instability and forced displacement;
- ▶ Implementing flexible learning pathways, individualised curricula, and dual education models to boost student engagement, motivation, and learning outcomes;
- ▶ Expanding internal and inter-institutional academic mobility programmes for students and faculty;
- ▶ Development of academic mobility for students and academic staff within the university and across institutions;
- ▶ Developing portfolio offerings of micro-credentials and short-term lifelong learning programmes;
- ▶ Strengthening institutional financial sustainability by diversifying educational services and product lines;
- ▶ Monetising specialised educational products and expert consulting services.

EXPECTED RESULTS BY 2030

- ✓ BSPU operates as a resilient, distributed institution supported by an active regional network;
- ✓ Student enrolment remains stable, well-maintained, and predictable;
- ✓ Educational accessibility is broadened for diverse learner demographics, including internally displaced persons, adult learners, and students with special educational needs;
- ✓ Customised learning trajectories and dual education formats are embedded across faculties;
- ✓ Student academic motivation, engagement, and overall satisfaction show measurable increases;
- ✓ The proportion of institutional income generated from innovative educational products and services increases;
- ✓ A comprehensive, accredited portfolio of micro-credential programmes is established.

Goal 1.3. Digital Transformation and Phygital Educational Environment

The university leverages digital technologies and artificial intelligence as cornerstones of personalised, highly effective learning. BSPU is constructing an integrated physical-digital ('phygital') learning environment focused on accessibility, seamless user experience, and interactive collaboration, establishing a unified digital ecosystem that drives efficiency, transparency, and scalability.

KEY ACTION LINES

- ▶ Building a unified digital ecosystem integrating learning management systems, electronic document workflows, and communication platforms;
- ▶ Deploying personalised digital user dashboards to enable seamless interaction across academic, administrative, and communication services;
- ▶ Developing robust infrastructure for creating, storing, and managing multimedia and video educational content;
- ▶ Ensuring stringent cybersecurity standards and technical reliability across all digital services;
- ▶ Integrating artificial intelligence tools into educational workflows to personalise learning experiences and provide student support;
- ▶ Cultivating a phygital campus model that bridges physical classrooms with virtual learning spaces;
- ▶ Embedding inclusive, barrier-free, trauma-sensitive, and trauma-informed methodologies into the digital learning environment.

EXPECTED RESULTS BY 2030

- ✓ The majority of educational workflows operate digitally, marking a high level of institutional digital maturity;
- ✓ A cohesive digital ecosystem with centralised single-sign-on access to all university services is fully operational;
- ✓ Learning experiences are tailored and individualised through ethical AI integration;
- ✓ The educational environment operates seamlessly in blended formats, ensuring high accessibility and barrier-free accessibility.

Goal 1.4. International Integration and Recognisable Educational Profile

BSPU promotes international integration by expanding academic partnerships, developing joint educational programmes, and enhancing transnational collaboration. The university develops distinctive educational offerings that reinforce its competitive identity within national and international academic arenas.

KEY ACTION LINES

- ▶ Embedding intercultural competencies and global perspectives into study curricula;
- ▶ Expanding transnational education via double-degree programmes with international partner institutions and launching courses on global online learning platforms (e.g., Coursera, edX);
- ▶ Establishing a distinct, recognisable institutional profile as a premier centre for specialised pedagogical and professional training.

EXPECTED RESULTS BY 2030

- ✓ Accredited double-degree programmes are actively running in collaboration with foreign universities;
 - ✓ BSPU courses are featured on major international online education platforms, enabling students to learn in a global academic setting;
 - ✓ The university boasts a prominent educational profile, securing its competitive advantage at national and international levels.
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Goal 1.5. Education for Sustainable Development, National Recovery, and Social Responsibility

The university integrates the United Nations Sustainable Development Goals and Ukraine's national recovery priorities directly into learning outcomes. BSPU fosters a culture of uncompromising academic integrity, ethical responsibility, and active civic engagement, reaffirming its standing as a socially responsible institution committed to preparing leaders for national renewal.

KEY ACTION LINES

- ▶ Equipping learners with essential skills and competencies required for post-war reconstruction and recovery;
- ▶ Updating curricula and course syllabi to integrate learning outcomes aligned with the Sustainable Development Goals (SDGs);
- ▶ Modernising academic integrity policies and procedures to address emerging challenges, particularly regarding the ethical use of artificial intelligence;
- ▶ Deepening institutional collaboration with local communities, civic organisations, and social enterprises.

EXPECTED RESULTS BY 2030

- ✓ Graduates demonstrate strong sustainable development competencies, with SDG-aligned outcomes integrated across all study programmes;
- ✓ The university actively supplies highly qualified specialists for national reconstruction, amplifying education's societal impact;
- ✓ Academic integrity frameworks successfully address modern technological challenges, elevating public trust in institutional quality.

P I L L A R 2

OPEN, RESPONSIBLE, AND GLOBALLY INTEGRATED SCIENCE

STRATEGIC FRAMEWORK

BSPU is undertaking a comprehensive transformation of its research ecosystem, shifting from fragmented practices toward a unified model of science as an open, responsible, and integrated system. In this model, knowledge creation, evaluation, and application are managed as interconnected processes grounded in openness, ethical responsibility, scientific integrity, and tangible societal impact.

Open science is not an isolated initiative but the core operational logic of research, establishing high standards for methodological transparency, open access to publications, data reproducibility, and knowledge reuse. This openness is paired with responsible data governance based on FAIR and CARE principles – an essential balance when handling sensitive data, working with vulnerable populations, or navigating war-related research contexts.

This research transformation unfolds systematically across multiple institutional levels. In daily practice, it involves embedding open, reproducible, and ethically sound research methodologies. In infrastructure, this requires building an integrated digital ecosystem that ensures the secure storage, accessibility, and interoperability of research data across distributed environments.

At the policy level, it entails reforming research evaluation and academic career advancement in strict alignment with DORA, CoARA, and the European Charter for Researchers. This shift replaces narrow, metric-based assessments with qualitative, multidimensional evaluations that recognise diverse scholarly contributions, promote openness, and value practical societal impact.

This model is supported by a networked research structure aligned with the 'university without walls' concept. Research activities operate independently of physical campus constraints, relying instead on digital platforms, international partnerships, and academic mobility – crucial adaptations during wartime disruption and infrastructure loss.

Ultimately, BSPU establishes a research paradigm uniting openness, responsibility, and resilience: openness as the mechanism for global knowledge circulation; responsibility as the standard for ethical, impactful research; and resilience as the capability to innovate under uncertainty. This threefold framework drives the university's integration into the European Research Area and reinforces its contributions to Ukraine's recovery.

Goal 2.1. Institutionalisation of Open Science as a Research Standard

BSPU embeds open science as the mandatory institutional standard for generating, evaluating, and disseminating knowledge. Openness and digital integration are affirmed as fundamental requirements of the scientific workflow, ensuring methodological transparency and ethical data governance, including the responsible application of AI tools.

The university implements an open science model that balances maximum accessibility with responsible data management. This requires embedding FAIR and CARE principles into institutional regulations, with particular vigilance regarding sensitive data and vulnerable groups in wartime contexts. Here, openness is managed to ensure transparency, ethical accountability, and security.

KEY ACTION LINES

- Implementing formal institutional open science policies across all research projects, embedding FAIR and CARE principles into regulatory frameworks and data protocols;

- ▶ Mandating Data Management Plans (DMPs) and reproducibility standards as standard requirements for research project organisation;
- ▶ Establishing a responsible data governance system incorporating rigorous risk assessment and protocols for handling sensitive data;
- ▶ Integrating open science principles and practical data management competencies into training programmes for researchers and students;
- ▶ Supporting open-access publishing models and ensuring research outputs are integrated into international open scientific ecosystems;
- ▶ Promoting rigorous academic integrity in scientific publishing and implementing safeguards against unethical practices in the dissemination of research results.

EXPECTED RESULTS BY 2030

- ✓ Open science operates as a mandatory, standard institutional requirement across all research initiatives;
- ✓ Data Management Plans and reproducibility practices are systematically applied across all disciplines;
- ✓ Institutional data governance mechanisms effectively balance open access with robust security and privacy protections;
- ✓ Researchers demonstrate high-level practical competencies in open science methodologies;
- ✓ BSPU research outputs are actively indexed in global open science repositories and formatted for immediate re-use;
- ✓ A scholarly culture is established where openness is seamlessly integrated with ethical responsibility, integrity, and risk awareness.

Goal 2.2. Responsible Research Oriented Toward Societal Impact and Sustainable Development

BSPU establishes a research model where responsibility is embedded as an integral attribute of scientific inquiry. University research is directed not solely toward generating new knowledge, but toward understanding its ethical boundaries, potential societal consequences, and practical relevance.

This model is operationalised through Responsible Research and Innovation (RRI) frameworks, integrating ethical, social, and security considerations across every stage of investigation – from project conception to practical implementation. The Sustainable Development Goals guide institutional research priorities, while active stakeholder engagement ensures alignment with pressing societal needs.

KEY ACTION LINES

- ▶ Embedding RRI principles across all research stages through mandatory evaluations of ethical, social, and security implications;
- ▶ Institutionalising formal ethical review and risk assessment protocols, particularly for research involving sensitive data, vulnerable groups, or dual-use potential;
- ▶ Aligning institutional research priorities and output evaluations directly with the Sustainable Development Goals;
- ▶ Engaging external stakeholders in shaping research agendas, co-creating knowledge, and applying scientific findings to real-world challenges;
- ▶ Promoting citizen science initiatives and broader public participation in academic research;
- ▶ Addressing the ethical, social, and methodological implications of artificial intelligence in research, focusing on accountability, algorithmic bias, and data verification;

- ▶ Embedding research ethics, social responsibility, and scientific integrity into graduate and postdoctoral training curricula;
- ▶ Expanding open science communication and media outreach to make research findings accessible, understandable, and practically actionable for society.

EXPECTED RESULTS BY 2030

- ✓ Responsible Research and Innovation operates as an embedded institutional norm;
- ✓ Ethical review and risk assessment protocols are fully integrated into all core research workflows;
- ✓ University research priorities demonstrate systematic, verifiable alignment with the SDGs;
- ✓ Stakeholders participate regularly in co-designing and implementing research projects;
- ✓ BSPU research outputs directly address critical societal challenges, particularly regarding Ukraine's post-war recovery;
- ✓ Researchers and students possess advanced competencies in research ethics, risk evaluation, and responsible digital/AI tools usage;
- ✓ BSPU's standing as an institutional bridge connecting academic research, community engagement, and practical development solutions is significantly enhanced;
- ✓ Research findings are communicated clearly in the public domain and the media and are actively utilised by academic communities, educators, policymakers, and the wider public.

Goal 2.3. Research Assessment and Academic Career Development Based on Quality, Openness, and Responsibility

BSPU is executing a structural reform of research evaluation and academic career advancement, shifting away from rigid bibliometric metrics toward a qualitative, multidimensional model. This approach recognises diverse scholarly contributions while prioritising research quality, open science practices, integrity, interdisciplinarity, and societal impact.

In this framework, evaluation serves as a strategic lever shaping academic culture and institutional incentives. Open science and RRI benchmarks are embedded directly into hiring, tenure, and promotion criteria, ensuring complete alignment between daily research practices and formal career evaluation.

This reform fulfils BSPU's commitments under DORA, CoARA, the European Charter for Researchers, the Code of Conduct for Recruitment, and 'More Than Our Rank', while accommodating the unique operational realities of a 'university without walls' by supporting researchers across distributed environments.

KEY ACTION LINES

- ▶ Developing and implementing an institutional CoARA Action Plan as a structured roadmap for evaluation reform, starting with an audit of current practices;
- ▶ Adopting qualitative and narrative evaluation formats (such as narrative CVs) that emphasise real scholarly contributions over quantitative metrics;
- ▶ Embedding open science, RRI, interdisciplinary collaboration, and societal impact criteria into hiring, evaluation, and promotion procedures;
- ▶ Recognising a comprehensive range of research outputs, including datasets, software, educational resources, policy briefs, and analytical reports;
- ▶ Harmonising institutional recruitment and career progression procedures with the European Charter for Researchers and Code of Conduct to ensure transparency, predictability, and fairness;

- ▶ Establishing transparent guidelines for disclosing AI usage in research through structured contribution statements;
- ▶ Designing flexible academic career pathways that accommodate early-career researcher needs and the operational challenges of working under uncertainty.

EXPECTED RESULTS BY 2030

- ✓ An institutional CoARA Action Plan is fully implemented as a governing institutional policy instrument;
 - ✓ Research evaluations rely predominantly on qualitative assessments of scholarly contribution, reducing dependence on metrics and mitigating unethical publishing incentives;
 - ✓ Open science and RRI benchmarks are formally integrated into all performance reviews, hiring decisions, and promotion reviews;
 - ✓ Diverse non-traditional research outputs receive formal recognition and weight within institutional evaluations;
 - ✓ Recruitment and career development frameworks fully conform to European standards of transparency, fairness, and non-discrimination.
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Goal 2.4. Development of Research Infrastructure and Open Science Digital Ecosystem

BSPU builds an integrated, distributed research infrastructure that supports the full lifecycle of scientific data – from generation and analysis to preservation, open dissemination, and reuse. This infrastructure is designed not as disparate tools but as an interconnected ecosystem that enables remote collaboration. Digital platforms ensure uninterrupted research workflows regardless of physical location – essential amid limited physical access and the academic community's dispersion.

This digital ecosystem supports open science and RRI implementation while enabling the evaluation of qualitative research. It guarantees data accessibility, interoperability, reproducibility, and secure governance across all research domains.

KEY ACTION LINES

- ▶ Developing an integrated digital research infrastructure, featuring institutional publication and data repositories, with the data repository serving as the primary hub for long-term storage, documentation, access, and re-use;
- ▶ Establishing secure virtual environments for processing sensitive and restricted datasets, equipped with granular access controls and usage monitoring;
- ▶ Supporting institutional open-access publishing initiatives and university-hosted scientific journals as key components of the digital research ecosystem.

EXPECTED RESULTS BY 2030

- ✓ A robust digital infrastructure is fully operational, guaranteeing the secure storage, accessibility, and re-use of scientific publications and research datasets;
- ✓ The institutional research data repository is utilised across all projects as a standard data management tool;
- ✓ Secure protocols and controlled-access environments for managing sensitive research data are established and enforced;
- ✓ University digital platforms are seamlessly integrated with major international scientific databases and indexes, ensuring global visibility for research outputs;
- ✓ Infrastructure tools actively verify research transparency and reproducibility, providing verified metrics for evaluation procedures;

- ✓ Academic staff routinely utilise advanced digital data management tools in their everyday research activities;
- ✓ The long-term preservation and continuous accessibility of research findings are guaranteed, overcoming physical infrastructure limitations.

Goal 2.5. Global Integration, Partnerships, and Research Innovations

BSPU deepens its integration into the European and global research areas as a 'university without walls' – an open, distributed institution operating through active networks with foreign partners. International collaboration is the primary engine driving cutting-edge research, facilitating knowledge exchange, and elevating academic environments.

Global research integration is propelled by open science, modern evaluation frameworks, and digital infrastructure that enable remote participation in international projects. The university cultivates strategic partnerships and leads research initiatives in its core areas of expertise, directly addressing critical challenges such as Ukraine's post-war recovery.

KEY ACTION LINES

- ▶ Participating actively in international research consortia and grant programmes while building long-term partnerships with global universities, research institutes, and civic organisations;
- ▶ Supporting interdisciplinary and applied research targeting socially significant problems, particularly projects aimed at preserving institutional research capacity and supporting displaced academic communities;
- ▶ Attracting external competitive research funding and systematically diversifying grant funding sources
- ▶ Fostering open collaboration models, including collaborative knowledge co-creation and structured engagement with community stakeholders;
- ▶ Leading and participating in initiatives uniting the Ukrainian scientific diaspora, developing digital platforms that connect Ukrainian researchers worldwide.

EXPECTED RESULTS BY 2030

- ✓ The university participates consistently in major international research grants, consortia, and bilateral programmes;
- ✓ An extensive, sustainable network of international partnerships with leading universities, research centres, and international bodies is established;
- ✓ The volume of external and international research funding attracted by the university shows steady, measurable growth;
- ✓ BSPU serves as a prominent hub in the 'Ukrainian Scientific Diaspora' initiative, actively coordinating with global networks of Ukrainian scholars;
- ✓ The university is recognised internationally as a dependable, highly capable partner for research initiatives addressing Ukraine's recovery and sustainable development.

OVERALL EXPECTED IMPACT OF THE PILLAR

The implementation of this pillar ensures a comprehensive transformation of BSPU's research ecosystem, in which open science, responsible research, qualitative evaluation reform, and digital infrastructure function as mutually reinforcing components of a unified academic model.

The university substantially enhances its capacity to conduct research that exemplifies scientific rigour, openness, ethical responsibility, and direct societal relevance, while providing the digital infrastructure required for data preservation, global dissemination, and fair evaluation.

This model empowers BSPU to excel as a 'university without walls' by leveraging network partnerships, global research participation, and digital tools to maintain operational continuity and research excellence amid external uncertainty. Through this comprehensive framework, the university makes vital contributions to rebuilding Ukraine's higher education and research landscape, preserving the intellectual capacity of academic communities, and solving pressing societal challenges.

P I L L A R 3

SOCIETAL MISSION AND VALUE IDENTITY

STRATEGIC FRAMEWORK

In the 'university without walls' model, educational outreach and the Third Mission become fundamental operational modes for BSPU. The university serves as an unwavering moral anchor and reliable support system for its community, functioning seamlessly across physical and virtual spaces.

BSPU cultivates a cohesive sociocultural ecosystem where educational activities are deeply woven into academic curricula, student life, and community engagement. This integration preserves institutional identity, nurtures civic competencies, and reinforces social cohesion across distributed environments.

BSPU transforms from a geographically confined institution into a post-territorial academic community whose unity is bound by shared national identity, core values, and the distinctive culture of the 'university family'. Its mission is dedicated to preparing professionals who are not only skilled experts but also resilient change leaders capable of addressing the complex challenges of war and post-war reconstruction.

Within this framework, the principles of inclusivity, democratic leadership, and mutual respect are actively championed; a secure, supportive environment is established in which mental well-being and peer support are standard norms of community life. Simultaneously, the university stands as an institutional guardian of regional memory and a strategic think-tank for the future – serving as a dedicated ambassador of Ukrainian values and an expert hub for the reintegration and revitalisation of the Azov region.

BSPU's institutional development is anchored in four foundational values: national resilience, responsible leadership, academic integrity, and inclusivity. Building upon these principles, the university cultivates an open partnership ecosystem in which students, faculty, and alumni unite as a professional network dedicated to public service. Fulfilling this societal mission transforms geographic dispersion from an operational challenge into a strategic asset – creating a vibrant network of intercultural exchange and social impact. Ultimately, BSPU reaffirms its position as a trusted partner to local communities and the state, inspiring positive change, nurturing human capital, and driving the sustainable development of a free, democratic Ukraine, while preserving a living, unbroken intellectual bond with the Ukrainian Azov region.

Goal 3.1. Preserving and Strengthening the Unity of the 'University Family' as the Bearer of the Northern Azov Cultural and Intellectual Code

BSPU transcends geographic boundaries to function as a post-territorial academic community united by national identity, shared values, and rigorous ethical standards. This transformation preserves and strengthens the unique culture of the 'university family' despite physical dispersion, ensuring the continuous preservation and advancement of the Ukrainian Azov region's intellectual and cultural heritage. In this model, the university serves as a unifying space, bringing individuals together around mutual support, community service, and active participation in national reconstruction.

KEY ACTION LINES

- ▶ Nurturing and formally institutionalising 'university family' values as the core of internal organisational culture;
- ▶ Integrating national-patriotic education into study curricula to preserve the Ukrainian cultural code and train leaders for regional and national rebuilding;

- ▶ Cultivating an inclusive environment and expanding social support systems for students, with priority assistance for vulnerable and displaced categories;
- ▶ Maintaining a synchronised, unified calendar of community events (online and offline) to sustain engagement and community cohesion;
- ▶ Fostering horizontal communication networks, peer mentorship, and structured collaboration among students, academic staff, and alumni.

EXPECTED RESULTS BY 2030

- ✓ BSPU's distinctive corporate traditions are preserved, enriched, and passed on as the foundation of institutional identity;
- ✓ Students demonstrate a strong sense of national self-identity, and graduates exhibit high civic responsibility and active engagement;
- ✓ A comprehensive, targeted social support system for vulnerable and displaced student categories is fully operational;
- ✓ An effective peer mentorship system is institutionalised, facilitating knowledge transfer and community mutual support;
- ✓ A vibrant communication platform enables regular hybrid interaction, maintaining high participant engagement across distributed locations;
- ✓ An active, enduring professional network unites students of different years of study and alumni for ongoing mentorship and mutual support.

Goal 3.2. Developing Hybrid Infrastructure and a Mobile Multi-Campus Environment

BSPU is evolving into a high-tech, secure, and mobile operational ecosystem that merges advanced digital platforms with a network of physical partner hubs. This hybrid infrastructure guarantees seamless operational continuity, vibrant student life, and the preservation of BSPU's agency as a cultural and intellectual leader of the Azov region, regardless of where community members reside. This environment operates as a unified, multi-campus system in which physical spaces, digital services, and network collaborations provide comprehensive institutional support.

KEY ACTION LINES

- ▶ Establishing dedicated physical presence spaces (coworking zones, branded hubs, representative offices) within partner communities and universities to facilitate face-to-face collaboration, academic work, and cultural initiatives;
- ▶ Transforming the geographic dispersion of the academic community into a strategic network of micro-campuses, expanding the university's national presence and outreach;
- ▶ Developing a comprehensive 24/7 virtual campus ('university in a smartphone') providing uninterrupted, secure access to all educational, administrative, and social services globally;
- ▶ Implementing targeted academic mobility and psychosocial support programmes to overcome social isolation among students, particularly IDPs and individuals facing difficult circumstances;
- ▶ Adapting institutional intellectual content for diverse external audiences (prospective students, current learners, stakeholders, international partners, donors), optimising formats for digital communication channels;
- ▶ Empowering student self-government bodies as strategic partners in institutional governance and horizontal network expansion;
- ▶ Launching an institutional support platform for student-led media projects, including academic podcasts, video blogs, and educational social media content.

EXPECTED RESULTS BY 2030

- ✓ An active, distributed network of regional partner hubs functions effectively as cultural, educational, and community centres;
 - ✓ Universal 100% digital access to all university services is achieved, guaranteeing operational continuity in hybrid environments;
 - ✓ BSPU's national footprint, institutional reputation, and sphere of influence are significantly expanded across Ukraine;
 - ✓ An inclusive, supportive environment ensures the smooth adaptation and integration of internally displaced students into the university community;
 - ✓ Institutional communications are highly relevant, targeted, and professional across all media platforms and stakeholder groups;
 - ✓ Student self-government bodies exercise meaningful influence over strategic institutional planning and decision-making;
 - ✓ Graduates exhibit enhanced professional competitiveness due to their proven capacity to thrive in flexible, mobile, and distributed work environments.
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Goal 3.3. Developing Intercultural Dialogue Network

BSPU cultivates an inclusive environment of intercultural exchange that enables students to adapt and succeed across diverse sociocultural settings. The university transforms the forced geographic dispersion of its community into a strategic network of cultural diplomacy ambassadors. These ambassadors represent BSPU globally, promoting tolerance, respect for diversity, and international solidarity while maintaining strong ties to the 'university family'. Intercultural dialogue serves as a vital tool for social integration, professional development, and the development of global competencies.

KEY ACTION LINES

- ▶ Executing community-based social action projects aimed at integrating displaced students into local host communities in Ukraine and abroad;
- ▶ Training students as ambassadors of cultural diplomacy, equipping them to professionally articulate Northern Azov identity and Ukrainian national values in international forums;
- ▶ Establishing language clubs, interactive cross-cultural platforms, and volunteer exchange initiatives involving international participants to eliminate language barriers;
- ▶ Organising virtual cross-cultural events ('Days of Cultures', 'Identity Marathons') to facilitate peer learning across diverse cultural environments and reinforce community solidarity.

EXPECTED RESULTS BY 2030

- ✓ Students serve as proactive civic change agents and initiators of social impact projects within their respective host communities;
- ✓ Geographic dispersion is successfully transformed into an active, international network for professional and intercultural exchange;
- ✓ Graduates master advanced cross-cultural communication skills, ensuring high competitiveness in global professional environments;
- ✓ The academic community enjoys sustainable, structured access to international mobility programmes, global partnerships, and international grant opportunities.

Goal 3.4. BSPU as an Intellectual Platform for Preserving the Cultural Identity of the Ukrainian Northern Azov Region

BSPU establishes itself as a unique ambassador university dedicated to preserving, researching, and promoting the cultural identity of the Ukrainian Northern Azov region from any operational location. The university acts as a premier institutional repository of regional memory and a strategic planning centre for future revitalisation. The resilience of its academic community, its specialised expertise in regional deoccupation and reintegration, and its dedication to cultural heritage preservation define its distinctive competitive position in national and global academic spheres.

KEY ACTION LINES

- ▶ Updating the university's visual identity and brand positioning to reflect the resilience, adaptability, and modern ethos of the 'university without walls' model;
- ▶ Accumulating, systematising, and publishing historical, cultural, and socio-economic research on the Northern Azov region, positioning BSPU as a key strategic partner to the state in deoccupation and reintegration planning;
- ▶ Launching cultural, educational, and public awareness campaigns that promote the heritage and significance of the Ukrainian Northern Azov region to national and international audiences;
- ▶ Developing digital memory platforms, open-access electronic archives, and heritage databases to ensure the secure, permanent preservation of regional historical artefacts and records;
- ▶ Engaging students actively in research, documentation, and creative projects that celebrate and preserve local cultural heritage.

EXPECTED RESULTS BY 2030

- ✓ A cohesive, recognisable, and inspiring brand identity for BSPU as a resilient, modern, and values-driven institution is firmly established;
- ✓ The university operates as a leading expert think-tank and consulting hub for the state regarding the deoccupation, reintegration, and sustainable development of the Northern Azov region;
- ✓ The university's sociocultural impact is magnified through the successful execution of large-scale regional awareness and heritage projects;
- ✓ The secure digital preservation and global accessibility of regional historical memory are guaranteed through state-of-the-art electronic archives;
- ✓ Students act as passionate, informed advocates for the preservation and revitalisation of their native regional heritage.

Goal 3.5. Building an Open Ecosystem of Social Resilience, Mental Well-Being, and Partnership Interaction

BSPU is dedicated to fostering a safe, supportive, and collaborative environment and assumes institutional responsibility for safeguarding its most valuable asset – human potential – during prolonged external instability. The university builds an open ecosystem where mental well-being, mutual psychological support, physical health, and environmental consciousness form the foundation of community resilience. BSPU stands as a dependable partner to local communities, driving positive social change and providing the necessary conditions for the healing, recovery, and personal growth of every member of the 'university family'.

KEY ACTION LINES

- ▶ Establishing a comprehensive mental well-being ecosystem featuring accessible digital psychological support tools, counselling services, and structured peer-to-peer assistance programmes;
- ▶ Embedding physical wellness, sports activities, healthy lifestyle practices, and eco-volunteering into corporate culture as essential drivers of community cohesion and resilience;
- ▶ Transforming the university into an open intellectual and cultural hub for local communities through accessible public lectures, educational workshops, and civic initiatives;
- ▶ Harmonising institutional well-being and social support frameworks with European standards through active participation in international projects and mobility exchanges;
- ▶ Expanding strategic partnerships with medical, psychological, social, and humanitarian organisations to provide robust, sustainable support for the university community.

EXPECTED RESULTS BY 2030

- ✓ An effective, accessible psychosocial support system is fully operational, maintaining emotional stability and mental well-being across the academic community;
- ✓ Physical wellness, healthy living, and environmental responsibility are deeply ingrained as daily norms within the university's corporate culture;
- ✓ BSPU acts as a leading regional catalyst for community development, significantly expanding its positive social, cultural, and civic impact;
- ✓ A resilient, multi-sectoral support network involving community partners, humanitarian agencies, stakeholders, and alumni is firmly established;
- ✓ Internal cohesion, interpersonal trust, empathy, and social responsibility across the entire 'university family' reach historically high levels.



BSPU — University Without Walls

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