



Development Strategy of V. N. Karazin Kharkiv National University for 2019–2025

approved by the decision of the University
Faculty and Staff Conference
of December 28, 2018



The strategic vision for the University's future



1. How do we see Karazin University's science in 2025?

One that maintains leadership in the Ukrainian scientific space, has a high international competitive level, an optimal ratio of fundamental and applied research, and a high potential of commercialization of results at national and global research and development markets.



2. How do we see Karazin University's education activity in 2025?

One that meets modern world quality standards, has a powerful practical component, and thus provides successful employment for graduates in today's job markets.



3. How do we see Karazin University in the global scientific and educational space in 2025?

Organically integrated into the world university community, with a high international reputation and wide recognition, actively engaged in bilateral and multilateral international partnerships, attractive to international and postgraduate students.



4. How do we see the infrastructure of Karazin University's life in 2025?

One that provides comfortable conditions for scientific, educational activities, creative leisure, cultural life, physical education and sport.



5. How do we see the University's management in 2025?

Flexible, unbureaucratic, project-oriented, based on modern information and computer technologies, with a clear understanding of the strategic goals of the University development and ways to reach them.



Strategic Vision Implementation Indicators



1. The University's science in 2025

	2018	2025
1.1. The ratio (%) of fundamental and applied research works	70/30	60/40
1.2. The total amount of science funding from all sources (% of the University budget)	7.5%	10%
1.3. The ratio of science funding at the expense of the state's general budget and other sources	5.5:1	2:1
1.4. Commercialized scientific development	0	2



	2018	2025
1.5. Startups	0	10
1.6. Incubation of innovative projects	0	5
1.7. Timely defence of PhD theses of postgraduate students	17%	50%
1.8. The number of articles published in Scopus (WoS) indexed journals	550	800



2. Educational activity in 2025

	2018	2025
2.1. Faculty members who teach in European languages	32%	77%
2.2. Agreements on cooperation with employers	170	700
2.3. On-the-job internships outside the University	67%	92%
2.4. Dual education enrollment (full-time)	0	1%
2.5. The level of employment among non- continuing graduates	75%	80%



3. Karazin University in the global scientific and educational space in 2025

	2018	2025
3.1. The number of international cooperation agreements	30%	50%
3.2. The amount of actual revenues from international projects	10 m UAH	15 m UAH
3.3. International scientific and education grants (per year)	15	25
3.4. Scientific publications indexed by Scopus, WoS scientometric databases	4	10



	2018	2025
3.5. Academic mobility of undergraduate, postgraduate, doctoral students (person per year)	256	450
3.6. Faculty and staff academic mobility (person per year)	354	500
3.7. Foreign students: total number	4,168	5,000
at schools other than Medicine	405	1,000



4. The infrastructure of Karazin University's life in 2025

4.1. Completion of the first stage of reconstruction of the “University Medical Clinic”.

4.2. Completion of reconstruction of the *Karazinskyi* Sports Complex and gyms in the Main and Northern Buildings of the University.

4.3. Repair and modernization of the Museum of Nature.



4.4. Creation of a museum of astronomy.

4.5. Establishment of the service flats fund for the academic staff.

4.6. Creation of an automated system for issuing documents to students and staff on the principle of "single window".



5. The University's management in 2025

	2018	2025
5.1. Introduction of an integrated system of electronic management of educational, scientific activity, financial and human resources (electronic document circulation)	10%	100%
5.2. Implementation of the project management system for the main areas of the University's life (allocation of the University budget by projects)	10%	85%
5.3. Broad involvement of the most active students in the organization of the educational process and evaluation of its quality (% of courses for the analysis on quality of teaching)	10%	100%



5.4. Introduction of modern HR management technologies.

5.5. The average age of the University management team:

2018 – 55 years;

2025 – 50 years.



Strategic Vision Implementation Projects



1. The University's science in 2025



Project 1.1.

“Increasing the competitiveness of the University's science in the world academic space”

Project 1.2.

“Modernization of the scientific research material base”



Project 1.3.

“Creating an effective system of stimulation of the academic staff for world-class scientific development, innovative activity, development of applied research”

Project 1.4.

“Commercialization of scientific development”



Project 1.5.

“Creating a system of communication with leading national and foreign corporations interested in the University’s innovations”

Project 1.6.

“Effective postgraduate and doctoral studies”



2. Educational activity in 2025



Project 2.1.

“Karazin University applicant”

(supporting and enhancing the existing system of pre- university work with talented children, further development of successful career guidance practices, strengthening and searching for new opportunities for the University promotion to attract talented and motivated applicants for Bachelor's programs, in particular, natural sciences and physics degree program and external applicants for Master's programs)



Project 2.2.

“Karazin University graduate”

(development of a model of general requirements for the University graduate with an organic combination of professional, social, business, language and computer competencies)



Project 2.3.

“Didactic and psychological adaptation of freshmen”

Project 2.4.

"Effective curator"

Project 2.5.

“Individual educational trajectories”
(Enhancing the participation of students in forming individual educational trajectories)



Project 2.6.

"The practical component of the educational process"

Project 2.7.

"Professional career of graduates"

Project 2.8.

"eLearning "(creating an effective dynamic balance of classroom and distance learning)



Project 2.9.

“Computer competency of faculty members”

Project 2.10.

“English in the educational process”

Project 2.11.

“Newest psychological and pedagogical technologies in education”



Project 2.12.

“Modernization of logistics and software of the educational process”

Project 2.13.

“Student monitoring of education quality”
(Introduction of an effective quality control system of the educational process involving student self-administration)

Project 2.14.

“Accreditation of educational programs” (including by foreign agencies)



3. Karazin University in the global scientific and educational space in 2025



Project 3.1.

“International partnership”
(intensification of international cooperation
on a bilateral and multilateral contractual basis)

Project 3.2.

“The University opens to the world”
(creation of an internationally-oriented model
of the University branding)



Project 3.3.

“Graduates abroad”

(creation of an effective system of interaction with graduates working in foreign institutions and international alumni)

Project 3.4.

“The University publications in international scientometric databases”

Project 3.5.

“International academic mobility”



Project 3.6.

“International grant programs”

(Encouraging the participation of the University units and faculty members in international grant programs)

Project 3.7

"Foreign students"

(attracting foreigners to study at all the schools.
Development and implementation of quality
English-language educational programs at the schools)



4. The infrastructure of Karazin University's life in 2025



Project 4.1.

“University Medical Clinic”

Project 4.2.

“Physical education and sports infrastructure”

Project 4.3.

"Practice bases"

Project 4.4.

“Modern university library”



Project 4.5.

“Comfortable learning, leisure and accommodation”

Project 4.6.

“Modernization of the museum complex”

Project 4.7.

“Service flats”



5. The University's management in 2025



Project 5.1.

“Classics ahead of time”

(study and preservation of the best University's traditions, enrichment of the University's corporate culture, organic combination of traditions and innovations)

Project 5.2.

“Management decisions”

(optimization of the decision-making process, dissemination and control over the implementation of management decisions, application of the project approach to solving problems at the University as a whole and in its units)



Project 5.3.

“Electronic management”

Project 5.4.

“Modern HR management technologies”

Project 5.5.

“Professional growth”



Project 5.6.

“Debureaucratization of the University's life

Project 5.7.

“Fair encouragement”

Project 5.8.

“University public opinion”

(organization of continuous study and accounting in the management of the opinions of the academic staff and students using modern electronic technologies)