

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
KYIV NATIONAL UNIVERSITY OF CULTURE AND ARTS

DEVELOPMENT STRATEGY
OF KYIV NATIONAL UNIVERSITY OF CULTURE AND ARTS
for 2023–2028

APPROVED

by the Academic Council
of Kyiv National University of
Culture and Arts
Protocol №8, dated by 26.12.2022
President

Mykhailo POPLAVSKYI

Kyiv National University of Culture and Arts was founded in 1968 (by the Resolution No. 608 of the Council of Ministers of the USSR, dated 8 August 1968; the Resolution No. 459 of the Council of Ministers of the Ukrainian SSR, dated 28 August 1968; Order No. 435 of the Minister of Culture of the USSR, dated 4 September 1968) as Kyiv State Institute of Culture. In 1997, Kyiv State Institute of Culture was renamed as Kyiv State University of Culture and Arts pursuant to the Resolution No. 1253 of the Cabinet of Ministers of Ukraine, dated 11 November 1997. By Decree of the President of Ukraine No. 99/99 of 1 February 1999, Kyiv State University of Culture and Arts was granted the national status.

In its activities, Kyiv National University of Culture and Arts is guided by the Constitution of Ukraine, the current Laws of Ukraine “On Education” and “On Higher Education”, decrees of the President of Ukraine, resolutions of the Cabinet of Ministers of Ukraine, orders of the Ministry of Education and Science of Ukraine, the Statute of Kyiv National University of Culture and Arts, as well as other regulatory and legal acts of the university.

The university comprises 10 faculties, the relocated Faculty of Culture and Arts of KNUCA in Lviv, a separate structural unit, the Mykolaiv branch of KNUCA, an Educational and Scientific Institute, 21 departments, 9 laboratories for professional practical training, 8 laboratories for scientific and methodological support, the “Film and Television Faculty Video Complex” teaching and practical laboratory, a scientific and educational laboratory for online distance studying technologies, a sports club, 35 departments.

The university employs 608 academic and teaching staff on a full-time basis, including: 73 DSc, 70 Professors, 189 Associate Professors and 214 PhD. A further 194 people work on a part-time basis, including 30 DSc, 26 Professors, 50 Associate Professors and 62 PhD, as well as 21 People’s Artists of Ukraine, 1 People’s Painter of Ukraine, 28 Honoured Artists of Ukraine, 2 Honoured Artists of the Autonomous Republic of Crimea, 4 Honoured Workers of Education of Ukraine, 1 Honoured Lawyer of Ukraine, 26 Honoured Workers of Culture of Ukraine, 6 Honoured Journalists of Ukraine, 1 Honoured Master of Sport of Ukraine, 4 Masters of Sport,

4 Honoured Painters of Ukraine, 1 Honoured Economist of Ukraine, 1 Honoured Healthcare Worker, 40 Honoured Figures of the Arts of Ukraine, 6 Senior Research Fellows.

The University identifies the following strategic development priorities, which require comprehensive collaboration between the President's Office, faculties, departments, divisions and students:

1. Digitalisation of the educational process.
2. Strengthening scientific and research activities.
3. Modernisation of the student welfare system.
4. Expansion of international cooperation.
5. Ensuring the quality and accessibility of higher education.
6. Improving the efficiency of the university management through the use of information technologies.
7. Financial and logistical support in wartime conditions.

Digitalisation tendencies of the educational process

In the context of the martial law, changes to teaching methods, and particularly, the growing relevance and need for the development of distance higher education, the University is committed to providing high-quality educational services through the introduction of innovative teaching technologies. Long-term distance learning is to be delivered using a dedicated online platform. At KNUCA, the following platforms are used to organise online learning: Moodle, Google Classroom, Zoom and Google Meet.

There are plans to expand the educational content on the Moodle e-learning platform to include: video lectures, lectures, practical and laboratory sessions, independent study assignments, exams and assessments, course outlines and syllabuses. Given that online studying as an educational technology, requires systematic approaches, professional recordings of video lecture courses are currently being produced, which students will be able to access at any time. These courses can

be used not only during distance studying, but also subsequently during blended learning.

In order to improve the quality and relevance of educational programmes, according to the standards and the Law of Ukraine “On Higher Education”, the University will continue to monitor the quality of teaching through surveys, the results of which will inform further improvements and enhancements to the educational process. We also recognise a necessity to continue involving stakeholders in the development of educational programmes, syllabuses, work programmes and educational components.

During the period of studying and professional practical training, the University will organise meetings with potential employers, invite specialists to teach, as well as expand the geographical scope of work placements within the framework of academic mobility. The University should establish cooperation with overseas industrial organisations and educational institutions. It should enter into long-term cooperation agreements with enterprises, including for work placements and internships.

To supplement the catalogue of elective modules which are studied as part of similar degree programmes at foreign higher education institutions, but still are not included as compulsory components in the departments’ curricula.

In line with its strategic objectives, the ultimate aim of the University is to train highly qualified specialists of the European and world standards, whose qualifications fully meet the requirements of the national and global labour markets.

Strengthening scientific and research activities

Scientific and research work is one of the priority fields and an important component of the activities of KNUCA. The development of research at a higher education institution, including in the field of culture and the arts, is not only a necessary indicator of its effective operation but also a key factor in its overall functioning.

The strategic goals and objectives of research at KNUCA are aimed at ensuring Ukraine's integration into the European Research Area, transforming the University into a leading scientific and educational centre for culture and the arts in Ukraine, and are aligned with the priorities of the roadmap for the integration of Ukraine's scientific and innovation system into the European Research Area, approved by Order No. 167 of the Ministry of Education and Science, dated 10 February 2021; the Resolution of the Cabinet of Ministers of Ukraine "On the Approval of the Strategy for the Development of Higher Education in Ukraine for 2022–2032" No. 286-r, dated 23 February 2022, as well as the National Plan for Open Science, approved by Order of the Cabinet of Ministers of Ukraine No. 892-r, dated 8 October 2022.

Every year, the "Euroosvita" Centre for International Projects and the international expert group IREG Observatory on Academic Ranking and Excellence compile the "Top 200 Ukraine" academic ranking of higher education institutions in Ukraine. Special attention is paid to the institutions' performance in global rankings, their participation in the European Union's Erasmus+ programmes and their academic and research-publishing activities. In 2022, KNUCA ranked 133rd among Ukraine's best higher education institutions according to the "Top 200 Ukraine 2022" ranking.

In the consolidated ranking of higher education institutions in Ukraine, within the thematic sub-ranking "Best Arts Universities", KNUCA continued to hold first place among arts higher education institutions in 2022.

As for the overall ranking of higher education institutions in Scopus, as of the first half of 2022, the University was ranked 160th, with a Hirsch index of 8. In the 2021 ranking, the University was ranked 175th with a Hirsch index of 4. Thanks to the active citation of publications attributed to the University's profile in Scopus, the Hirsch index has doubled and its ranking has improved by 15 places.

Scopus 2021 Ranking (175th place).

Scopus Ranking 2022 (160th place).

As of December 2022, the Hirsch index for KNUCA in Scopus had increased to 9.

Scientific and research activities at KNUCA are aligned with the Strategy for the Development of Higher Education in Ukraine for 2022–2032 (Cabinet of Ministers of Ukraine Order No. 286-r, dated 23 February 2022), the National Plan for Open Science (CMU Order No. 892-r, dated 8 October 2022), the Roadmap for the Integration of Ukraine’s Science and Innovation System into the European Research Area (Order of the Ministry of Education and Science of Ukraine No. 167, dated 10 February 2021), and the issues of scientific research, scientific and technical (experimental) developments of the Ministry of Education and Science of Ukraine for 2022–2026 (Order of the Ministry of Education and Science of Ukraine No. 109, dated 3 February 2022):

- development and participation in state-funded scientific projects in the sphere of culture and arts;
- development of scientific schools and the initiation of new areas of research, in particular those that are groundbreaking in light of global tendencies in the development of science and technology;
- improving the quality of DSc research for the award of the degree of the Doctor of Philosophy and the academic degree of DSc, as well as ensuring their timely defence before specialised academic councils;
- encouraging the participation of the University’s academic and teaching staff in competitions, projects and programmes (particularly international ones) in order to secure research grants;
- encouraging the publication activity among academic and teaching staff in line with their research areas in reputable Ukrainian and international journals, particularly those included in international scientometric databases recommended by the Ministry of Education and Science of Ukraine;
- increasing the proportion of full-time academic and teaching staff who have at least five research publications in Category “A” specialist journals

(publications indexed in the international scientometric databases Scopus and Web of Science);

- enhancing the academic recognition of the University and its academic and teaching staff: increasing the citation index (h-index) in international scientometric databases (Scopus and Web of Science) and Google Scholar, as well as increasing the number of articles published annually in journals with an impact factor of more than ten;

- motivating scientific staff to achieve high-level research outcomes and publications, participate in patent and licensing activities, and register copyright and patents;

- intensifying publishing activities, ensuring the high quality of publications in the University's academic journals, as well as creating the conditions for the indexing of academic journals in the international scientometric database Scopus; publishing academic specialist journals and collections in category "B" to high professional standards;

- organising and hosting international and all-Ukrainian scientific and scientific-practical conferences at KNUCA, which will contribute to the implementation of an active policy of transferring scientific results into the educational process and also into the professional environment;

- incorporating the results of scientific research into the University's educational programmes, as well as taking steps to bridge the gap between scientific research and educational content;

- creating conditions for students to participate in scientific research, as well as in the initiation and implementation of innovative projects;

- raising the standard of students' scientific activity by strengthening the research component in the professional training programmes for future specialists, as well as encouraging their participation in scientific competitions, research paper contests, etc.;

- revitalising the work of the Council of Young Scientists and the Student Scientific Society; expanding the infrastructure to support young people's scientific

activities at the University (establishing new research schools and laboratories, scientific clubs, problem-solving groups, etc.);

- establishing an effective system for monitoring and evaluating the outcomes of the scientific research conducted by academic and teaching staff and students at the University, whilst ensuring adherence to the principles of the academic integrity in the conduct of research.

Expanding international cooperation

An important component of the University's activity is its international engagement. It is carried out through the development of international links with educational institutions and researchers in various countries, the organisation of international scientific and practical conferences, participation in such conferences and cooperation with international organisations.

Development International communications and attracting leading experts in the education sphere at this stage of the University's strategy development is one of key priorities.

The process of integration into the international educational sphere is aimed at applying relevant international experience to improve the quality of educational and research activities, thereby enhancing the University's standing and competitiveness within the world scientific and educational communities. For the University, it is important to become a part of the international higher education and research community, as well as to establish multicultural communication and to develop partnerships. Students will be able to take part in grant programmes, receive scholarships and participate in competitions, exhibitions, internships abroad, etc. The University will invite guest lecturers and organise masterclasses and training sessions to help students outside Ukraine realise their potential, either independently or in collaboration with like-minded individuals. As part of international cooperation, the University will develop the international academic mobility of

undergraduates, PhD, PhD students and academic and teaching staff at universities abroad.

So, the development of international academic mobility for postgraduate students and higher education students integrates the global educational and scientific-creative environment and forms the basis of our cooperation.

The University plans to prepare and submit applications for the priority grant programmes listed below:

The Erasmus+ Programme for international academic mobility under the key action “Learning Mobility of Individuals” (KA1).

Creative Europe.

Mobility for Learners, Students, Staff, Young People and Youth Workers.

Virtual exchanges in higher education and youth: online interaction between youth that promotes intercultural dialogue and the development of communication skills amongst young people and other participants from different countries.

Modernisation of the system of educational work

Educational activity and humanistic development are an important element of the educational process, aimed at shaping the worldview and value systems of those involved in the educational process, providing ample opportunities to master the fundamentals of science, the rich national and world culture, taking into account the University’s specific characteristics, and creating conditions for free, democratic, spiritual, harmonious, personal and professional self-development

One of the key criteria of educational work is national-patriotic and spiritual-civic education; the implementation of teaching based on unique creative talent, respect for the Alma Mater, and the promotion of a healthy lifestyle. The University organises events aimed at fostering national consciousness, social responsibility, love for the Motherland and its history, strengths of the Ukrainian mindset, respectful attitude towards Ukraine’s natural resources, language, culture, art and traditions.

At the University, the educational work with students is carried out by the University's President, Vice-Presidents, Deans, Group Tutors, Group Representatives and Student Dean.

The academic group tutor familiarises students with the regulatory and methodological materials governing the organisation of the educational process, as well as the University's internal regulations. They explain the specifics of developing an individual study pathway at the University. Additionally, they participate in drawing up students' individual study plans and organising independent study. They familiarise students with the organisation of the University's academic library and the services it provides. They inform students of decisions made by the University's Academic Council and the President's Office, as well as orders and directives from the President (Rector) that concern students. It provides advisory support to students regarding the exercise of their right to choose educational modules. It monitors students' academic performance throughout the term and helps to improve it, identifies the reasons why individual students are falling behind and provides them with timely academic support.

Students participate in the management of the educational process, discussing issues and making suggestions for future improvements. The President's Office encourages students to take part in university-wide surveys such as "Lecturers through the Eyes of Students", to gauge the views of all participants in the educational process regarding the quality of educational activities at the University, to use the information gathered to improve these activities, which has a positive impact on the development of the University as a whole. There is collaboration with the student council to organise student leisure activities and to involve students in the academic, educational and social work of the faculties. Monthly meetings are held with students to discuss organisational matters and issues that arise during the educational process. Telegram chat groups are set up with student representatives to improve communication and ensure prompt information sharing. The website features an active "Feedback Box" where students can report any unusual situations or receive free advice from a specialist.

Plans are in place in order to develop voluntary initiatives and participate in nationwide campaigns, engaging committed students and the University's academic and teaching staff

The activity of the student self-governance bodies is aimed at improving the educational and upbringing process, ensuring high-quality learning, fostering the spiritual and cultural development of students, and increasing social engagement and responsibility for the tasks entrusted to them. In addition to the student-centred approach, there must be an individualised approach to each student.

The student self-governance fosters a sense of responsibility for what is happening around them, demonstrates practical ways to bring about positive change, helps to identify and nurture leaders, and enables students to acquire leadership skills. Consequently, such a system of educational activities in the form of student self-governance contributes to the achievement of the goals of person-centred education and development.

Ensuring the quality and accessibility of higher education

One of the University's key priorities for development in modern information society is ensuring the quality and accessibility of higher education.

Ensuring the quality of higher education involves creating appropriate conditions for the personal and professional development of students, successful realisation of educational and developmental goals, achievement of planned outcomes.

In terms of ensuring the quality and accessibility of higher education, the University's mission is to create a supportive educational environment for every student, guiding them towards independent learning, research and professional practice. Also, it involves navigating a competitive environment, defining one's own educational and professional priorities, charting an individual path of studying and development, as well as devising an effective strategy for achieving set goals. So, the tendencies of quality assurance in higher education necessitates the interrelated

and coordinated activities of all participants in the educational process, all of which are directed towards achieving a common goal.

The key priorities within the “ensuring the quality of higher education” vector are the following:

- development and effective utilisation of scientific, technical and creative potential in order to meet the needs of the University and support its development;
- improving methods, means and forms of curriculum planning, teaching and student assessment;
- systematic monitoring of the quality of educational activities within study programmes;
- adapting mechanisms for the implementation and application of scientific achievements in the educational process;
- creative integration of educational, formative and scientific processes;
- ensuring the development of students’ research activity;
- fostering and promoting a culture of academic integrity;
- addressing issues relating to the renewal and modernisation of the material and technical infrastructure;
- improving the means and forms of information support for educational, scientific and innovative activities.

The University’s management system for monitoring the quality and accessibility of higher education is structured across the levels, such as: university-wide, faculty, department, teaching staff, student.

Based on the current situation and an understanding of the strengths and weaknesses of the University’s activities, as well as its opportunities and threats, this vision aims to define the vision and strategic priorities for the University’s work, which will drive the institution’s success at national and international levels.

The main focus is on ensuring the competitiveness of educational programmes, teaching and learning materials, technologies and methodologies, information resources, etc., which entails creating an innovative environment at the University; expanding access to higher education for individuals who, due to certain

circumstances (war, health issues), are unable to attend the main campus in person. The mentioned above requires the introduction of cutting-edge technologies for organising the educational process according to the European standards for ensuring the quality of educational services, a rethinking of the structure of the educational process to ensure its flexibility, as well as continuous updating and modernisation of both the content of educational programmes and the content of educational components, in particular through the activities of the Scientific and Methodological Council. It plays an important role in developing, refining and proposing amendments to regulatory documents that govern the educational process, as well as in coordinating the work of structural units responsible for the organisational and methodological assurance of the quality of educational activities and the quality of education. In 2022, the Regulations on the Work Programme of the Educational Component of KNUCA were approved and the Regulations on the Syllabus of the Educational Component of KNUCA were updated as well. The faculties' scientific and methodological committees and the Scientific and Methodological Council carry out expert reviews of higher education programmes of professional and academic nature. Within the quality assurance system for the educational process, it is important to provide the educational components with high-quality teaching and methodological materials, textbooks and study guides. All this must be accessible to students in both printed and electronic formats.

With a position to expanding access to higher education for students who are located some distance from the main educational institution, priority areas for improving teaching methods at the faculties have been identified, particularly the development and updating of lecture material in the form of multimedia presentations and video lectures; use of “blended learning” methodology, grounded on a combination of online and offline learning, tutoring and mentoring in teaching; recording of videos for the practical component of training in specific educational modules. In the context of rethinking the University's role in the modern educational landscape, work continues on building a library of complete video courses by leading lecturers at KNUCA.

A higher education student with special educational needs (hereinafter, “student”) is a person with special educational needs who is studying at a higher education institution and requires additional permanent or temporary support in the educational process in order to ensure their right to higher education.

Admission of students with special educational needs is carried out according to the University’s Admission Regulations.

At the start of the academic year, inclusive education specialists compile a register of students with special educational needs who are admitted to the first year and also receive information from the University’s Admissions Committee regarding applicants with physical disabilities and special educational needs.

The education of students with special educational needs is delivered according to the degree programme curricula, provided that these are adapted to the resources available at the University and the students’ ability to fulfil the curriculum requirements.

Improving the effectiveness of the University management through the use of information technologies

In order to create a progressive management system grounded on the latest information technologies, capable of ensuring all objectives, tasks and their implementation.

It is important to ensure innovative development in the area of introducing new technologies in order to create a modern, integrated information and telecommunications infrastructure that brings together all the University’s digital resources.

In fact, effective management requires a radical change in organisational design, management models and methods, centres of responsibility. In other words, digitalisation is not merely the use of digital technologies, but above all a shift in mindset, leadership style, incentive system and adoption of new business models.

Thanks to mobile apps, the digital revolution gives consumers a round-the-clock access to meet their needs.

Combining social media, mobile apps, analytics and cloud technologies, HR-Digital represents a new platform for improving the experience of job seekers and employers.

Innovative development of the University's management can be achieved through:

- development of a talent pool comprising PhD students and active undergraduates;
- introduction of automated document management;
- developing criteria for motivating University staff;
- identifying areas of inefficiency;
- improving the teaching and learning process;
- expanding the use of e-learning technologies across all forms of study;
- using computer technologies in order to monitor and analyse the quality of knowledge;
- developing and piloting automated training courses;
- ensuring that at least 75 % of study programmes of full-time studying programmes to the distance learning format;
- aligning the University's academic library with international scientometric databases;
- introducing permanent user survey services and organising electronic surveys;
- organising ongoing courses to improve computer skills for teaching staff and support staff;
- improving the plagiarism detection system;
- developing the University's and faculties' websites;
- creating the "University on Smartphone";

– refining new modules of the educational management system (Academic Affairs Department – Department – Dean's Office).

Administrative and financial support in wartime conditions

Improving the mechanisms for the administrative and financial support of the University's operations and development, modifying it into a market entity.

Implementing measures in order to minimise educational losses and ensure the sustainability of the educational process under the martial law.

Further energy-saving measures at the University, allocating at least 3 % of revenue to a special fund or from the general fund.

Transparent allocation of funds for material and technical support amongst faculties, buildings and halls of residence, taking into account the University's strategic development priorities.

Intensification of international cooperation.

Establishment of a system of economic and social incentives for the scientific and research activity, which also provides for participation in grant programmes.

Improvement of distance studying.

Optimisation of fee-paying services.

Innovative modernisation of the University's departments, lecture classes, laboratories and administrative units.

Thermal modernisation of the University's buildings, involving partial major refurbishment of most buildings using the latest energy-saving technologies.

Introduction of alternative energy supply systems for buildings.

Social protection for the University's staff and students.

Creating conditions for the study and work of certain categories of staff and students.

Support for staff and students of preferential categories.