

Alfred Nobel University Strategy

2025–2030 years

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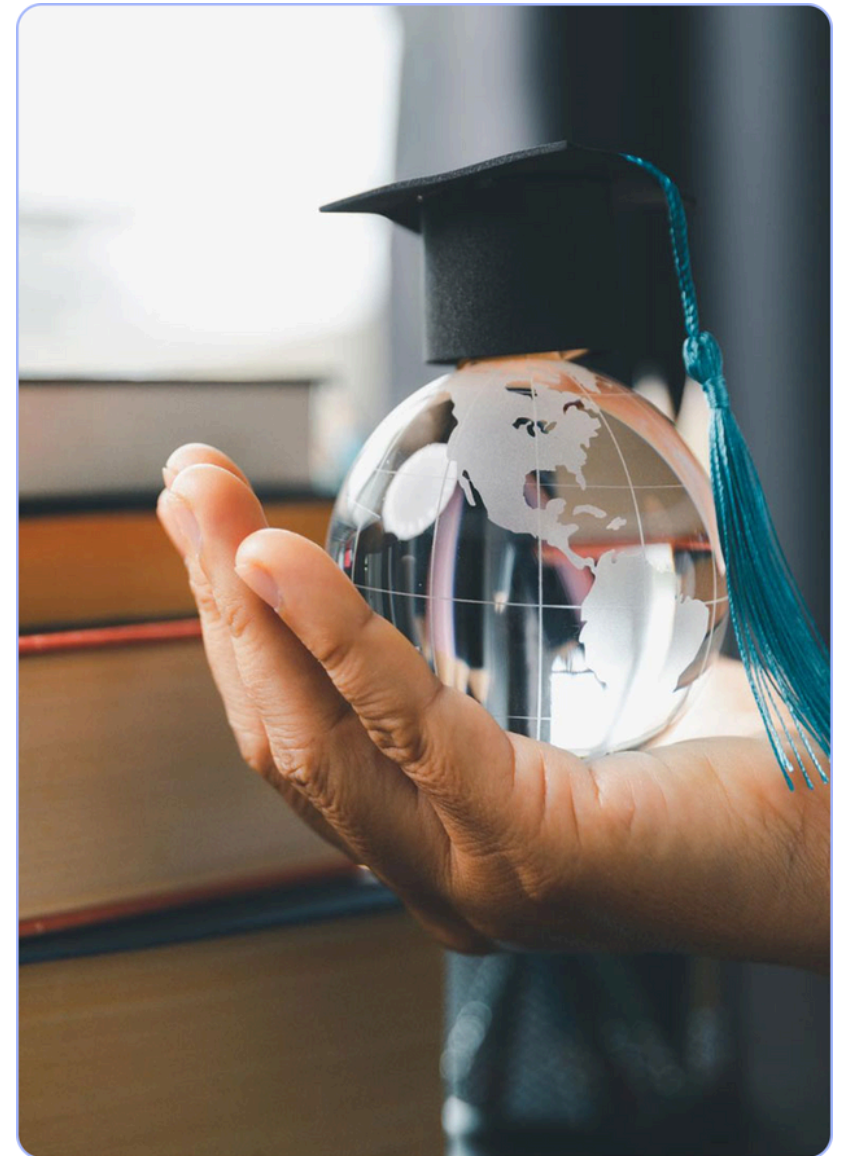
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01 Intro

Alfred Nobel University (hereinafter referred to as the University) is a higher education institution specialising in the humanities, technical sciences and social sciences. The University is funded through its own resources, as well as grants and fundraising initiatives. The University educates ambitious individuals to be mentally and physically healthy, develops their new thinking and awareness of their own vocation, and provides them with professional skills and experience.

The University aims to become a leader in higher education and research, both in Ukraine and internationally.

The strategy focuses on integrating the University into the global academic and research community to strengthen its competitiveness, attract talented students and faculty from around the world, and expand opportunities for research and international collaboration.





The fundamental principles of the University's Strategy align with all Ukrainian and international strategic and policy documents. The University's strategy is guided by the global Sustainable Development Goals adopted at the UN Summit.

As a provider of higher education services, the University aligns its activities with the goals outlined in The United Nations «Transforming our world: the 2030 Agenda for Sustainable Development» [1]:

«**Goal 5.** Achieve gender equality and empower all women and girls,

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;

Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development»

[1] Transforming our world: the 2030 Agenda for Sustainable Development. The United Nations. URL: <https://sdgs.un.org/2030agenda>

The University in 2030: Strategic Vision

01

A leading innovative higher education institution in Ukraine.

02

A well-known Ukrainian university in Europe and the world with strong partnerships with universities on all continents.

03

A university for personal development.

04

A university that provides services both in Ukrainian and the leading global languages, allowing it to operate in the global educational services market.

05

A research institution whose activities are widely covered in leading professional publications.

06

An institution that is financially self-sufficient and attractive to sponsors and grant providers.

02 Core Principles of Strategy Development and Implementation

10 Principles

Values shape the worldview and behaviour of an organisation. The values shared by the University's leadership and staff define its strategic goals and the means of achieving them.

These values come to life through principles. The core principles that underpin this Strategy and will be consistently applied during its implementation are as follows:



Principle 1

Accepting Reality as It Is



The University does not confuse wishful thinking with reality, does not engage in self-deception, analyses its activities and faces facts courageously. The University learns to assess its competencies, plan, think and understand the limits of its capabilities.

The reality is to make a profit for the continued development and sustainability of the community.

Principle 2

Client-Centricity



Our business exists only because of our clients. Therefore, the future of our University depends on how effectively we meet the needs of our clients, how flexibly and diversely we provide services, and how creatively and competitively we perform compared to other universities.

Principle 3

Principle of Co-Creation in Collaboration

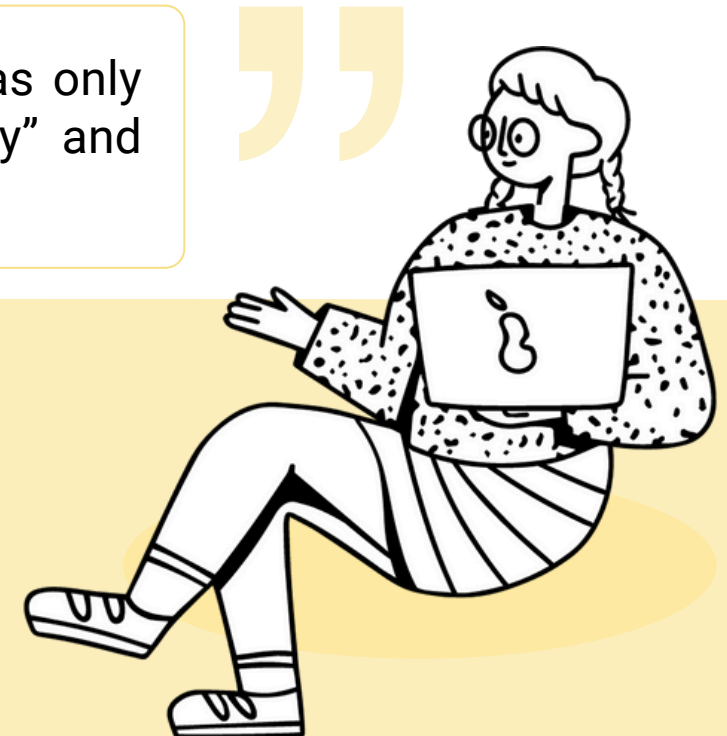


Creating new thinking or knowledge is a process that is more mental than physical. The collaboration of the University community on our platform transforms into co-creation. This creative collaboration produces and provides the consumer with a tailored educational product that is in high demand.

The administration has to ensure optimal conditions for the development and creative realisation of both students and lecturers, as well as for the transfer of knowledge.

It is possible to make a person work, but it is impossible to make them work well.
This is especially relevant in intellectual labour where the main activities occur in an internal mental space inaccessible to external control.

This principle of collaboration is extremely important, as only on its basis can the principles of “territory of positivity” and “principle of personal development” be realised.





Principle 4

Principle of Personal Development

A lecturer (an individual personality) interacts with a student (an individual personality) as a mentor, helping the person seeking knowledge to find their vocation and reveal their individual traits.

Each member of the University community should develop as a person.

Principle 5

Potential, Progress and Growth



The University's progress and growth are driven by its accumulated potential in client relationships, the high professionalism of its employees and the adoption of new technologies.



The priority areas for investment are those that enhance the potential of the higher education institution and allow it to be realised both now and in the future, ensuring a leading position in the market.

Everyone understands that further development is linked to raising funds from programmes, grantors and donors. They need to be convinced to invest in developing young people (student grants for education) and improving the modern facilities of the University they trust.

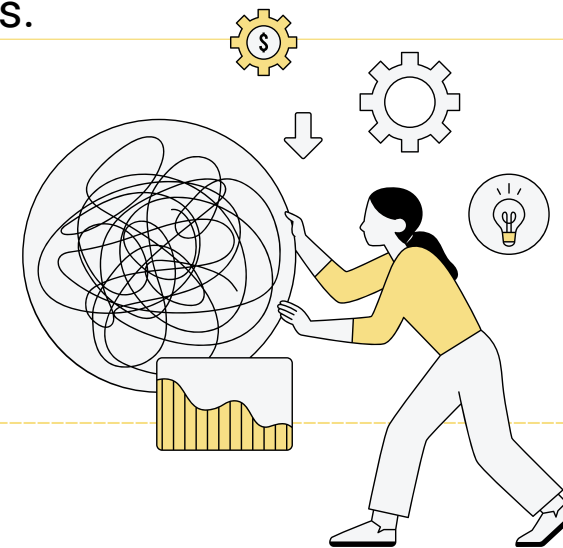
Principle 6

Professionalism

Core Principles

Assessing the contribution of each individual is an important aspect of the higher education institution's development. Every stage demands specific skills. For example, skills needed for working in a growing business differ from those needed for managing a stable one.

Each specialist should be a professional and possess "soft skills". It is important to have an adequate self-assessment and be ready to choose areas where one has both a natural inclination and the necessary competencies.



Principle 7

Freedom and Responsibility



This principle means that every employee at the University fully takes responsibility for their decisions, actions or inactions and for how these affect their colleagues and the University as a whole. At the same time, everyone has the freedom to make decisions within their area of competence and the right to make acceptable mistakes. This fosters effective delegation of authority and the development of independence.

Principle 8

Balance of Interests



The University builds **all relationships** on the principle of balancing interests, ensuring that the needs of all parties – owners, partners, managers and employees – are equitably met. The principle of mutual benefit serves as the standard, guiding conflict resolution through solutions that best serve the interests and benefits of all parties involved.



The University **finds solutions** where no one loses — only win-win outcomes for everyone. Interests include not only financial aspects but also personal development and satisfaction through moral and psychological factors.

This principle is part of a higher-order principle — the harmonious development of the University, the individual and the employee.



Principle 9

The University is a Territory of Positivity



Everyone should understand the impact of the internal atmosphere on the life of the higher education institution and contribute to fostering an atmosphere of mutual respect. This does not mean that conflicts cannot arise within the University. However, conflicts should be constructive and contribute to the University's flourishing.

Principle 10

Breaking Out of the Matrix

This principle implies liberation from limiting beliefs and stereotypes, allowing individuals to see and perceive the world in a more open and realistic way.

New education is about developing critical thinking and creating a new direction for intellectual activity. Its essence lies in replacing outdated and harmful mental models with those that optimise an individual's actions and contribute to their harmonious development.

ANU Mission

**A university that helps
ambitious individuals
master new thinking
and find their vocation.**

4 Strategic Goals

Development of the educational trajectory



The goal of
development
educational trajectory

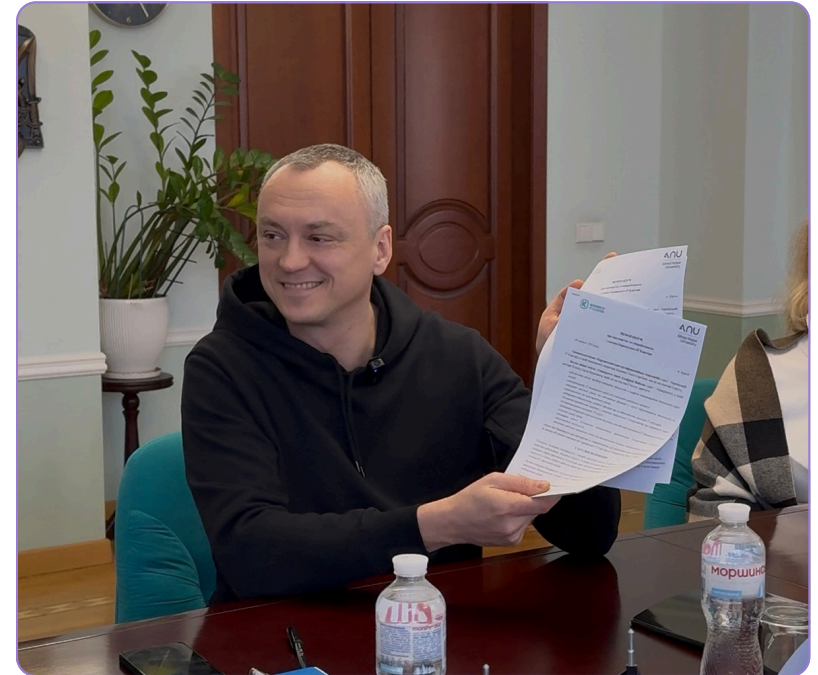
Create an educational environment at the University that meets society's current needs and effectively anticipates future trends.



Modernisation of study programmes and their alignment with the current and future labour market demands.



Expansion of individual educational trajectories. A flexible approach to curricula to meet students' personal needs.



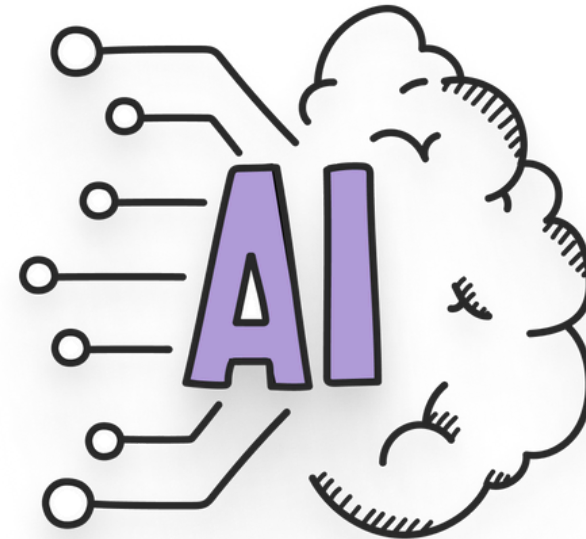
**To achieve this objective,
the following tasks will be
implemented**



Implementation of short-term certificate programmes for the rapid acquisition of additional qualifications.



Focus on practice-oriented education and support for student entrepreneurship.



To achieve this objective,
the following tasks will be
implemented



Use of modern technologies in education. Integration of digital educational platforms and artificial intelligence not only to automate processes but also to create personalised learning courses.

**To achieve this objective,
the following tasks will be
implemented**



Collaboration with businesses to attract specialists for short-term courses, as well as internship opportunities for lecturers.



Creation of a unified platform for students and lecturers that combines online learning, electronic document management and access to learning materials.

To achieve this objective,
the following tasks will be
implemented

The
aforementioned
tasks involve
the following
actions and
measures:



To ensure high-quality higher education that supports the smooth employment of graduates and their personal development, the existing study programmes will be improved and new ones will be developed.

01

update Bachelor's and Master's programmes in accordance with new European standards

02

develop new programmes that meet labour market needs and combine two specialisations (fields)

03

integrate artificial intelligence into the teaching and learning process

04

include courses created within international projects in the curricula of the respective programmes

To ensure high-quality higher education that supports the smooth employment of graduates and their personal development, the existing study programmes will be improved and new ones will be developed.

05

create more flexible educational modules that can be combined depending on students' needs. This will enable each student to design their own programme in line with their career ambitions

06

introduce a flexible approach to study programmes that will allow students to form individual curricula and choose courses, pace and duration of their studies

07

create short-term courses aimed at developing additional skills and gaining partial qualifications. The introduction of a modular learning system and certification programmes will support the rapid acquisition of new competencies

08



focus on practice-oriented education:



- 1) conclude agreements with companies for long-term collaboration, which will ensure internships and student placements and help them with employment after graduation;
- 2) make internships and placements in business structures, institutions, etc., mandatory from the second or third year of study.

To build strong staffing for the educational process, the following will be achieved:

01

a special unit will be established to attract qualified lecturers, which will enhance the quality of teaching

02

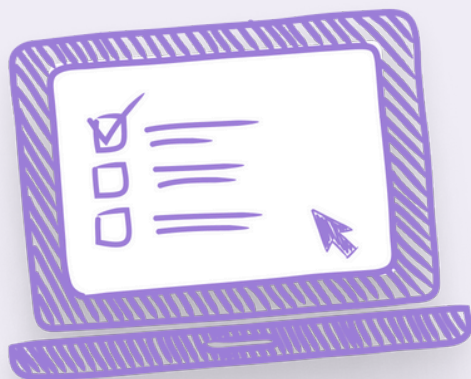
a system will be developed to recruit lecturers with practical experience and research achievements in their professional fields

03

business professionals will be invited to teach in each year of all study programmes

04

joint courses will be organised in collaboration with other universities



To establish an open educational system, the University plans to:



develop online courses on open-access platforms;



enhance the electronic educational environment and ensure access to international scientific publications.

To foster the university ecosystem, the University intends to:

01

introduce an electronic document management system and create personal electronic accounts for students and lecturers

02

set up co-working and recreation spaces

03

provide students with legal and psychological support, as well as career counselling services

04

create student interest clubs and business incubators

The University needs to create a comprehensive educational ecosystem that will prepare highly qualified professionals in technical fields. This system should develop competencies that meet the current technological and industrial requirements



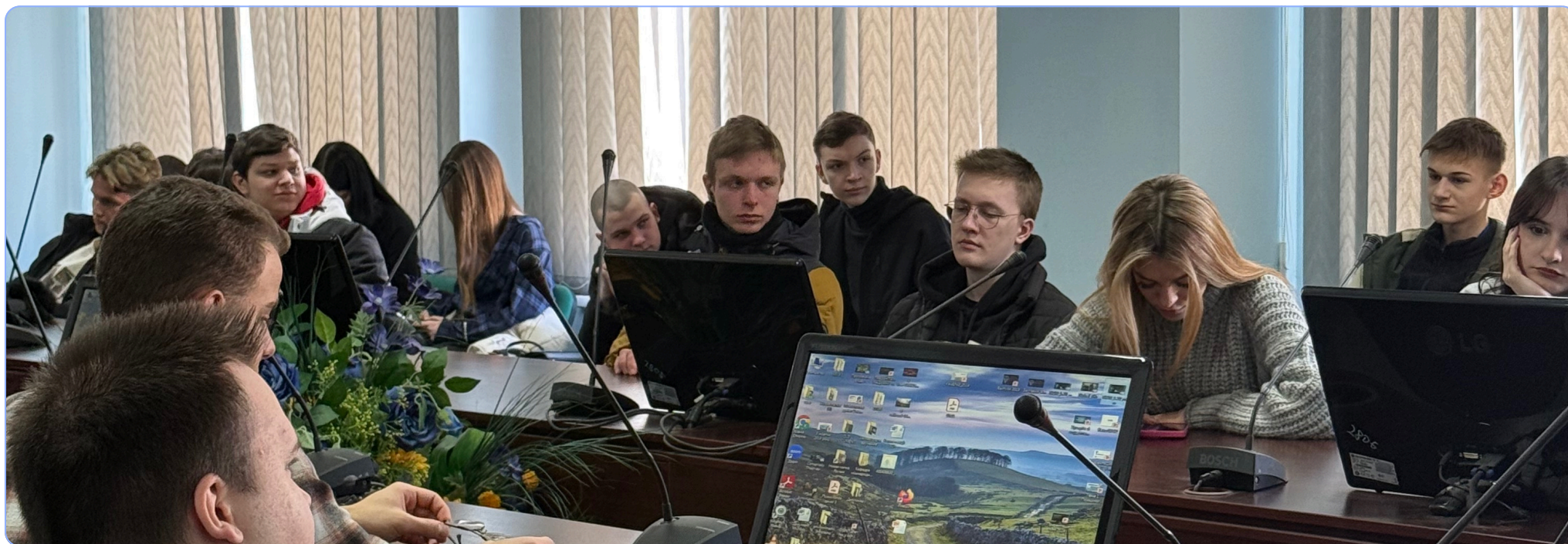
University aims to become a leading centre for the advancement of technical sciences, driving technological and scientific breakthroughs while training the next generations of leaders in engineering and technology.



“

The University will evolve as a European
hub for technical education.

”



Key areas of development include:

01

creating distance
programmes in
technical fields

02

accrediting technical
programmes

03

developing a PhD
programme

04

introducing a series
of short-term
technical courses



To establish a science park and an innovation ecosystem, it is needed to:



develop the University's innovation infrastructure, including a science park and innovation ecosystem;



establish research laboratories and centres.



To create qualification centers, it is necessary to:



establish three qualification centers;



develop a system of professional certification.

KPI by 2030



initiate distance learning for 9 bachelor's and master's programmes



begin offering bachelor's and master's degrees in two interdisciplinary programmes (each combining two subject areas)



ensure the operation of three qualification centres

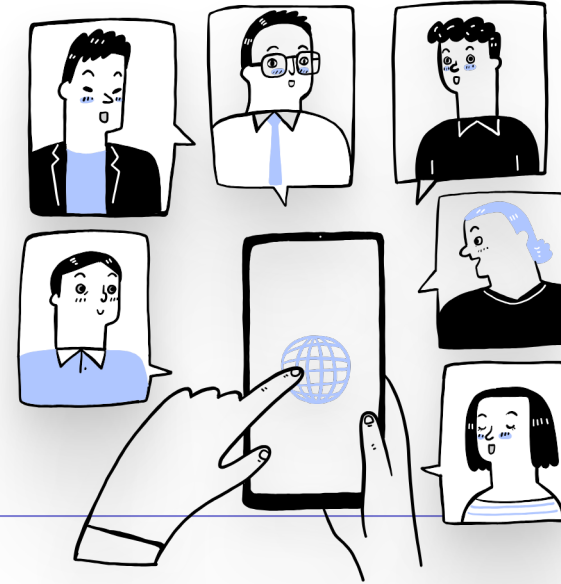


ensure that each full-time bachelor's programme group has a minimum of 15 students

05 International activities

Mission

International activities



Build the University's image among international partners as a research and educational institution capable of conducting world-class research and offering educational services that meet international standards

Tasks

International activities

Enhancement of the University's international competitiveness through the development of international cooperation and academic mobility for students and faculty

Expansion of dual degree (joint degree) programmes with foreign partners

Expansion of traditional methods and introduction of new ones for attracting international students

Promoting the development of scientific schools and increasing publication activity in both domestic and international peer-reviewed journals indexed in international scientometric databases

Expansion of the University's publishing activities and enhancement of the status of academic journals founded by the University

Tasks



Launching fundraising activities and seeking donors for securing funding for scholarships, research development, facilities modernisation, and faculty and staff training.

Actions and measures

International activities

establish new and strengthen existing partnerships with leading universities around the world

open a representative office in Kyiv and branches in Asia and Europe

sign new agreements with foreign partners on dual degree programmes and have at least four such agreements at the end of the period

expand programmes taught in foreign languages, with the aim of increasing the number of such programmes to five

increase student and faculty participation in academic mobility programmes and support international internships to adopt best practices from other countries and raise the quality of education at the University

Actions and measures

International activities

introduce English-language distance learning programmes to create educational products accessible to international students

increase the number of the University's publications indexed in well-known international scientometric databases

strengthen the applied nature of research activities and their integration into businesses through direct contracts with clients

strengthen the University's reputation on both national and international levels by enhancing its status through research achievements and innovations, including hosting international conferences and events, attracting renowned researchers and practitioners, and actively promoting the University's achievements through media and social networks

Actions and measures

form international author teams for
conducting research and publishing results

support international research projects and
secure funding from international grant
sources

integrate international practices and
implement new technological solutions to
support international projects

KPI By 2030



submit two University periodicals for registration in international scientometric databases



begin offering two new bachelor's and master's programmes for dual degrees with foreign partners



have five study programmes where teaching is conducted in foreign languages

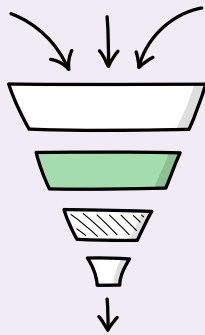


increase the share of international students to 5% of the total student population



Marketing and sales

Promotion of the University in domestic and international markets



Objective:

Form stakeholders' perception of the University brand as an innovative and reliable partner that ensures steadily growing profitability and increasing brand value

To achieve this objective, the following tasks will be implemented:

Development and implementation of a
brand strategy

01

Attraction and retention of **talented
students**

02

Digitalisation of marketing efforts and use
of advanced technologies in promoting the
University's brand

03

Strengthening the University's image as a
centre of innovation

04

Actions and measures:

01

expand the geographical reach of study programmes both in Ukraine and for Ukrainians abroad

03

increase the reach of potential students and partners in both domestic and international markets through active use of digital channels and partnerships with influencers

04

develop partnerships with private schools in Dnipro and the region, as well as leading schools in the city

02

develop and implement a brand strategy aimed at defining the values, competitive advantages, uniqueness and communication strategy of the University, enabling effective communication of this information to stakeholders through various marketing channels

Actions and measures:

05

develop and implement a loyalty system for both current and new students

07

introduce a validated English-language British programme to the foreign market

09

expand the range of short-term programmes

06

ensure positive growth in the enrolment of students and learners/customers for existing short-term programmes

08

conduct a marketing repositioning of the Consulting Centre and organise a wide information campaign to increase the visibility of the Centre and its services

Actions and measures:

09

develop and implement an SEO strategy

11

introduce a validated English-language British programme to the markets of Kazakhstan, Uzbekistan, Armenia, Azerbaijan and Israel

13

develop and implement a marketing campaign to attract clients to the University's distance learning programmes

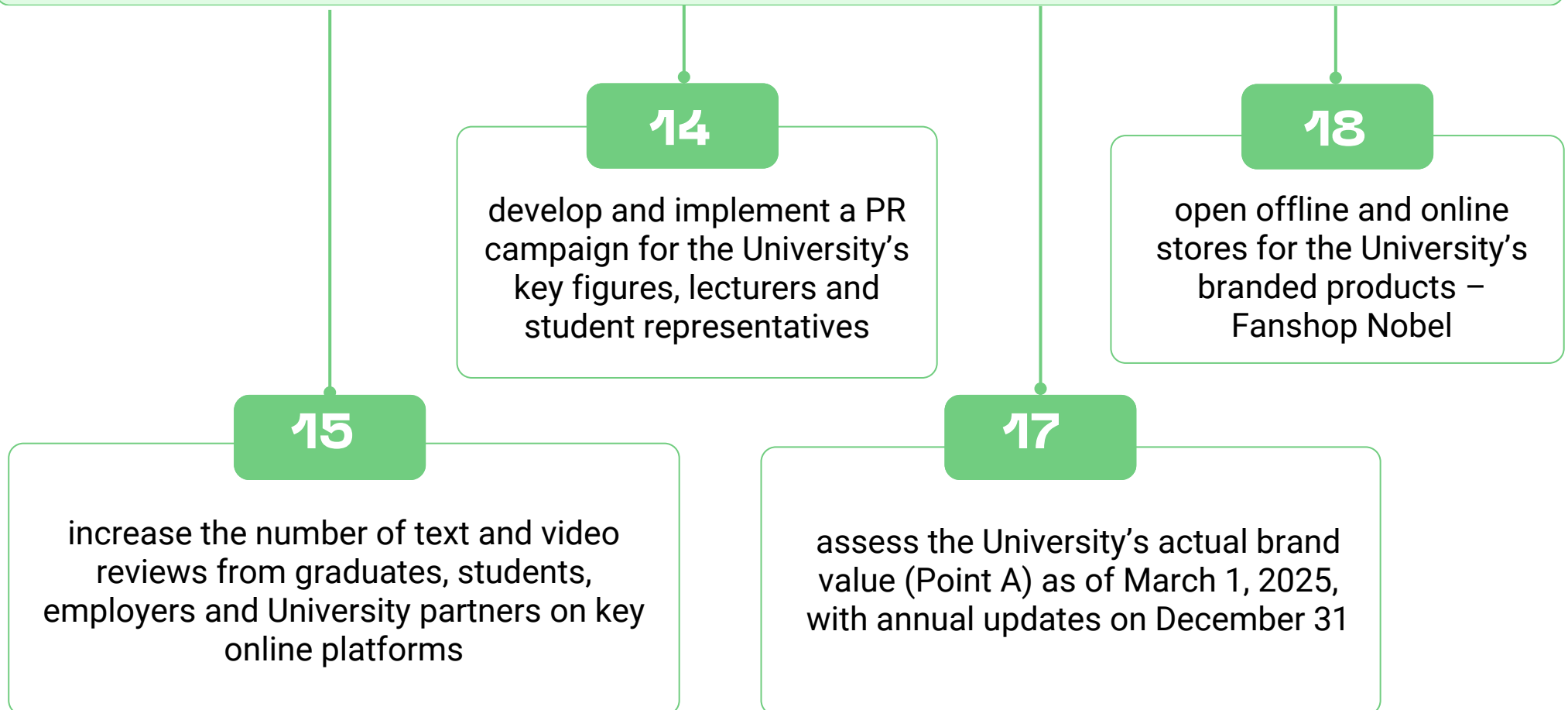
10

expand the presence of dual degree programmes with ISMA in both the Ukrainian and international markets

12

increase the enrolment in bachelor's and master's dual degree programmes with ISMA and Coventry University

Actions and measures:



KPI by 2030



achieve an annual growth of at least 5% in the number of new students



double the number of students enrolled in dual degree programmes



double the discounted revenue from short-term educational services offered through the Consulting Centre



increase the University's brand value by 50%



**Qualified and
motivated
personnel – a
successful
University**

Create a modern personnel management system that fosters a favourable working environment, supporting employees' **personal, creative and professional development** while motivating them towards creativity and innovation for success



Objective:

Tasks

Development of a staff professional growth and training system

Attraction and retention of highly qualified specialists

Creation of a supportive environment and culture

Digitalisation of human resource management

Promotion of staff innovation

The aforementioned tasks involve the following actions and measures:

conduct an internal system audit of the University and establish strategic personnel planning

develop a Continuous Professional Development (CPD) system

encourage staff participation in grants, conferences and international internships



create individual plans for staff training, professional development and mastering the necessary competencies

provide career coaching to help staff plan their professional futures

set up a transparent reward system based on achieving the University's goals

establish and implement a clear KPI system for lecturers and administrative personnel

introduce initiatives to maintain a healthy work environment, strengthen corporate culture and reduce staff stress

launch professional development programmes for lecturers

develop motivational programmes and social support plans for staff



KPI by 2030



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