


Strategy of Alfred Nobel University

for 2025 – 2030


**STRATEGY
of Alfred Nobel University
for 2025–2030**

Approved by the decision of the Academic Council
of Alfred Nobel University
on February 25, 2025

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Introduction

Alfred Nobel University (hereinafter referred to as the University) is a higher education institution specialising in the humanities and technical sciences. Its activities are 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 higher education institution into the global educational 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 University’s position today

Today, the University is one of the leading and dynamically developing higher education institutions in Ukraine, with an image of an innovative, socially responsible university that provides high-quality educational services. This is the only University in Ukraine where almost all study programmes have international accreditation. Only this University offers a unique programme validated by a British university, enabling graduates to receive a British diploma while studying in Dnipro. The University has a team of highly qualified faculty and administrators who, even amid the pandemic and full-scale war, have ensured the stable functioning of the institution and the provision of quality educational services.

At the same time, new trends in education in general and the circumstances in which Ukrainian universities have to operate create additional challenges, among which the most significant are:

- the digitalisation of all areas of human activity and the integration of artificial intelligence into the educational process have rendered old forms of learning organisation less effective, while opening up new opportunities for their reorganisation;
- today, only a university that is closely integrated into the global educational process and actively cooperates with foreign partners can provide high-quality educational services;
- the demand for educational services is changing under the influence of new labour market trends. Programmes that were in high demand a few years ago are losing relevance, and their implementation is becoming financially unviable;
- demographic processes in Ukraine and the large-scale population migration caused by the war have significantly reduced the demand for educational services, leading to a decrease in the number of University students and creating risks to its financial stability.

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The University is significantly harmed by the widespread practice of price dumping in the educational services market;

- due to security concerns, the influx of international students to study in Ukraine has almost completely stopped.

All this requires a significant restructuring of all areas of the University’s activities and the development of a Strategy for the coming years, which would include comprehensive solutions to existing problems and mechanisms for responding to problems that will arise.

The University in 2030: strategic vision

A leading innovative higher education institution in Ukraine.

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

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

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

A university for personal development.

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

Core principles of strategy development and implementation

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 prove ourselves.

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-

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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.


Assessing the contribution of each individual is an important aspect. Every stage of the higher education institution’s development 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.

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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

Mission

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

Strategic goals, tasks and ways to achieve them


1. Development of the educational trajectory

Objective: Create an educational environment at the University that meets society’s current needs and adequately reflects the trends in their changes, acting proactively.

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

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

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

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

1.4. Focus on practice-oriented education and support for student entrepreneurship. (Internships and placements in enterprises and organisations: mandatory component of every programme starting from the second or third year of study. Creation of a programme to develop students’ entrepreneurial skills and provision of resources for launching their own start-ups. Opening a university business incubator for students who wish to implement their own projects.)

1.5. 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.

1.6. Implementation of an automated control system (ACS) at the University that covers all stages of education, document management and administrative processes. (Creation of a unified platform for students and lecturers that combines online learning, electronic document management and access to learning materials.)

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

The aforementioned tasks involve the following actions and measures:

1. 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. To do this, the University will:

- update Bachelor’s and Master’s programmes in accordance with new European standards;

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

- integrate artificial intelligence into the teaching and learning process;


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

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

- 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;

- 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;

- 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.

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

- a special unit will be established to attract qualified lecturers, which will enhance the quality of teaching;
- a system will be developed to recruit lecturers with practical experience and research achievements in their professional fields;
- business professionals will be invited to teach in each year of all study programmes;
- joint courses will be organised in collaboration with other universities.

3. 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.

4. To foster the university ecosystem, the University intends to:

- introduce an electronic document management system and create personal electronic accounts for students and lecturers;
- set up co-working and recreation spaces;
- create student interest clubs and business incubators;
- provide students with legal and psychological support, as well as career counselling services.

5. 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. The 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:

- creating distance programmes in technical fields;
- accrediting technical programmes;
- developing a PhD programme;
- introducing a series of short-term technical courses.

6. 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.

7. To establish a professional certification system, three qualification centres will be set up.

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KPI. Section 1	By 2030:
	<i>- initiate distance learning for 9 bachelor’s and master’s programmes;</i>
	<i>- begin offering bachelor’s and master’s degrees in two interdisciplinary programmes (each combining two subject areas).</i>
	<i>- ensure the operation of three qualification centres;</i>
	<i>- ensure that each full-time bachelor’s programme group has a minimum of 15 students.</i>

2. The University’s integration into the global educational and research community

Objective: 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.

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

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

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

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

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

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

2.6. Expansion of the University’s publishing activities and enhancement of the status of academic journals founded by the University.

The aforementioned tasks involve the following actions and measures:


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

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

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

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

- 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;

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- introduce English-language distance learning programmes to create educational products accessible to international students;
- 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;
- 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;
- 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. Section 2	By 2030:
	<i>- submit two University periodicals for registration in international scientometric databases;</i>
	<i>- begin offering two new bachelor’s and master’s programmes for dual degrees with foreign partners;</i>
	<i>- have five study programmes where teaching is conducted in foreign languages;</i>
	<i>- increase the share of international students to 5% of the total student population.</i>

3. 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:


- 3.1. Development and implementation of a brand strategy.
- 3.2. Attraction and retention of talented students.
- 3.3. Enhancement of international collaboration and expansion of the network of foreign partners.
- 3.4. Digitalisation of marketing efforts and use of advanced technologies in promoting the University’s brand.
- 3.5. Strengthening the University’s image as a centre of innovation.

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The aforementioned tasks involve the following actions and measures:

- 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;
- expand the geographical reach of study programmes both in Ukraine and for Ukrainians abroad;
- increase the reach of potential students and partners in both domestic and international markets through active use of digital channels and partnerships with influencers;
- develop partnerships with private schools in Dnipro and the region, as well as leading schools in the city;
- develop and implement a loyalty system for both current and new students;
- conduct a marketing repositioning of the Consulting Centre and organise a wide information campaign to increase the visibility of the Centre and its services;
- expand the range of short-term programmes;
- ensure positive growth in the enrolment of students and learners/customers for existing short-term programmes;
- introduce a validated English-language British programme to the markets of Kazakhstan, Uzbekistan, Armenia, Azerbaijan and Israel;
- increase the enrolment in bachelor’s and master’s dual degree programmes with ISMA and Coventry University;
- expand the presence of dual degree programmes with ISMA in both the Ukrainian and international markets;
- develop and implement a marketing campaign to attract clients to the University’s distance learning programmes;
- develop and implement an SEO strategy;
- assess the University’s actual brand value (Point A) as of March 1, 2025, with annual updates on December 31;
- increase the number of text and video reviews from graduates, students, employers and University partners on key online platforms;
- develop and implement a PR campaign for the University’s key figures, lecturers and student representatives;
- open offline and online stores for the University’s branded products – *Fanshop Nobel*.

KPI. Section 3	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%.

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4. Qualified and motivated personnel – a successful University

Objective: 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.


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

- 4.1. Development of a staff professional growth and training system.
- 4.2. Attraction and retention of highly qualified specialists.
- 4.3. Creation of a supportive environment and culture.
- 4.4. Digitalisation of human resource management.
- 4.5. 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;
- develop a system for attracting and onboarding specialists required to implement the University’s strategic plans;
- provide career coaching to help staff plan their professional futures;
- set up a transparent reward system based on achieving the University’s goals;
- develop motivational programmes and social support plans for staff;
- introduce initiatives to maintain a healthy work environment, strengthen corporate culture and reduce staff stress;
- launch professional development programmes for lecturers;
- establish and implement a clear KPI system for lecturers and administrative personnel;
- automate HR processes using modern technologies.

KPI. Section 4	By 2030:
	<i>- at least 60% of staff complete professional development training annually, earning more than 1 ECTS credit;</i>
	<i>- the University’s reputation as an employer is at least 90% (percentage of surveyed staff who would recommend the University as a workplace);</i>
	<i>- - staff satisfaction with working conditions is no less than 90% (based on staff surveys);</i>
	<i>- - staff turnover does not exceed 10%.</i>

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5. Final provisions

5.1. To implement the Strategy, an annual University Action Plan is developed (by January 1st), discussed at the Rectorate meeting and approved by the Rector.

5.2. An annual progress report on the Strategy’s implementation is prepared each December, and if necessary, updates are made to the Strategy.

5.3. The Rector appoints a coordinator for each section of the Strategy, who is personally responsible for implementing the tasks and achieving the goals. The overall coordination of the Strategy’s implementation is overseen by the Rector.