



The University is a Centre of Culture, Science, and Education

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UNIVERSITIES OF THE FUTURE: Ecosystems of knowledge, talent, and global mobility

The university is a center of culture, science, and education.

A university graduate should be not only a professional in their field but also a highly cultured individual, well-versed in the achievements of both national and world culture!



By avoiding intolerance and promoting openness to dialogue, **the university** serves **as an ideal environment** for interpersonal **interaction** between faculty and students, who have the right, capacity, and desire to enrich their minds with new knowledge and to improve their emotional and intellectual profile.

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The future of humanity largely depends on universities as centres of cultural, scientific, and technological development. Therefore, every university should find its own role in the world and its place in the civilizational (sociocultural) development of mankind.

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CIVIC UNIVERSITY

This is a model of a **modern higher education institution**, that extends beyond mere teaching and research, taking on **an active role** in the **development** of the local **community** and **society** at large.

The university becomes a cultural hub, hosting open lectures, exhibitions, and concerts for members of the community.

Emphasis is placed on public service, social responsibility, and the elevation of general culture.



Service-Learning

Students acquire practical knowledge while simultaneously addressing real-world challenges both of global development and local communities (*for example, by developing projects, providing legal or psychological consulting, or assisting in volunteer centers*).

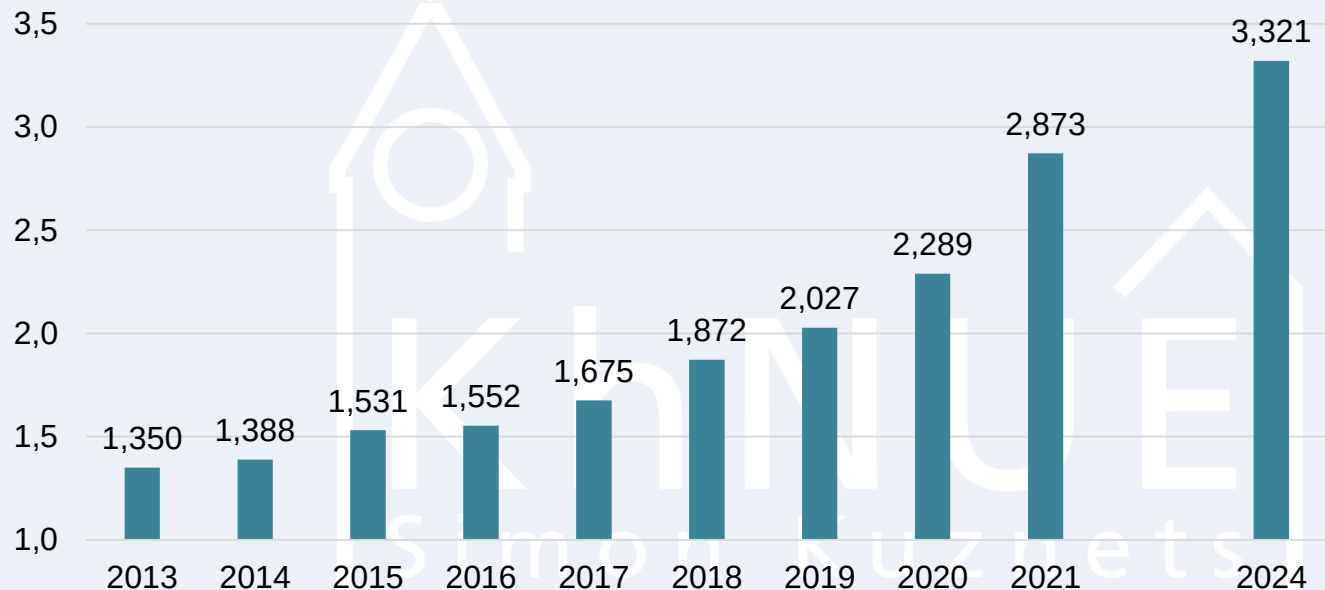
Science for practical needs: Research and development are aimed at addressing pressing economic, environmental, or social challenges globally and regionally.



Challenges for the higher education system

Prolonged demographic decline

Systemic excess of deaths over births in every region of Ukraine



The death-to-birth ratio



Specific challenges for higher education institutions in certain regions

Migration outflow and spatial redistribution of talented and gifted students

Loss of the student body and changing competitive conditions for higher education institutions

- Asymmetric competition arises
- The decisive factor is no longer a university's ranking or the quality of education it provides, but rather its geographical proximity to the combat zone.

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Specific challenges for higher education institutions in certain regions

Regional losses in applicants in 2024 compared to 2021.

Regional clustering by the rate of student enrollment loss or growth, 2024 vs. 2021

		losses 2024/2021
1	KHARKIV REGION	-0,373
2	MYKOLAIV REGION	-0,21
3	KIROVOHRAD REGION	-0,155
4	KYIV	-0,12
5	ODESA REGION	-0,113
6	DNIPROPETROVSK REGION	-0,094
7	ZAPORIZHZHIA REGION	-0,022

		losses 2024/2021
8	IVANO-FRANKIVSK REGION	0,028
9	CHERNIHIV REGION	0,035
10	TERNOPIL REGION	0,068
11	KHMELNYTSKYI REGION	0,069
12	SUMY REGION	0,096

		losses 2024/2021
13	LVIV REGION	0,101
14	KYIV REGION	0,123
15	ZAKARPATTIA REGION	0,134
16	VINNYTSIA REGION	0,162
17	POLTAVA REGION	0,189
18	ZHYTOMYR REGION	0,208
19	CHERKASY REGION	0,226
20	CHERNIVTSI REGION	0,335
21	RIVNE REGION	0,362
22	VOLYN REGION	0,551



Specific challenges for higher education institutions in certain regions

Risk of losing the academic and intellectual core

The risk of losing faculty, scholars, research teams, and scientific schools formed over decades

A university can be physically rebuilt much faster than its intellectual environment can be restored.

The concentration of intellectual capital is important for Kharkiv.

Supporting faculty, researchers, and scholars aimed at forming new scientific schools.

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Specific challenges for higher education institutions in certain regions

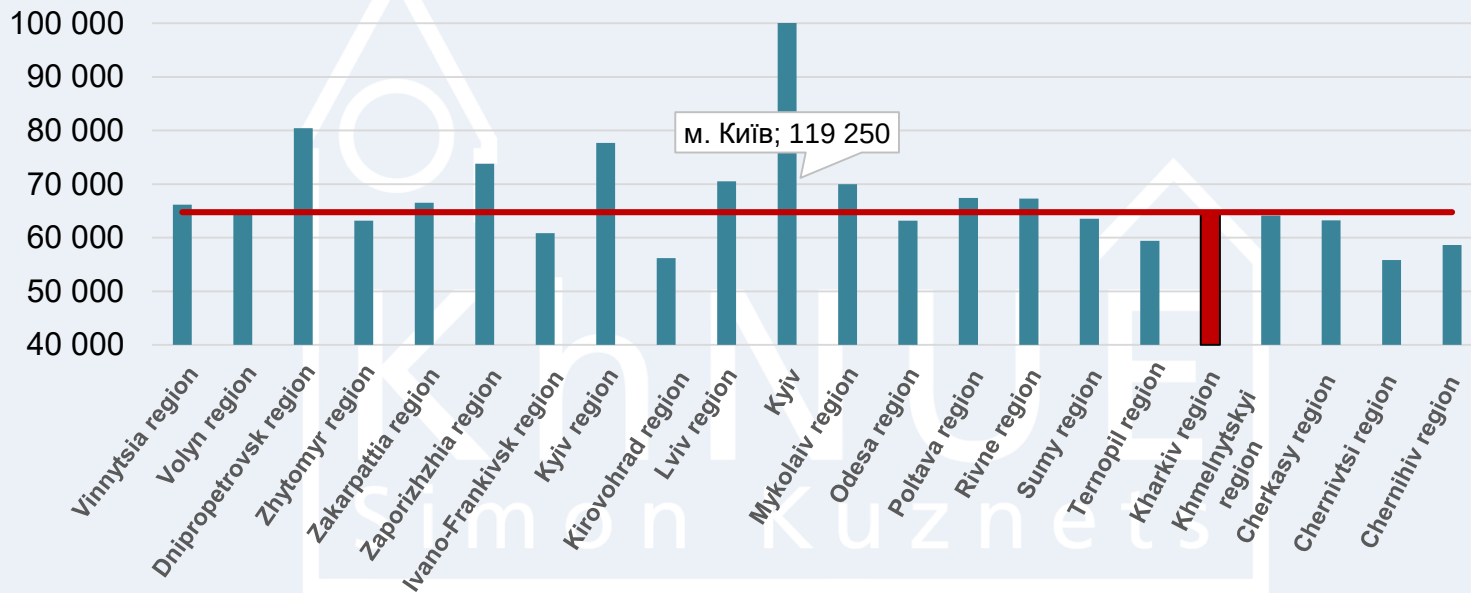
Financial vulnerability of a frontline university

- A reduction in student enrollment leads to decreased revenues from both the general and special funds.
- Fulfilling a humanitarian mission: Housing evacuees from combat zones and Internally Displaced Persons – a portion of these costs is covered by the higher education institution's special fund.
- Additional energy supply costs
- Recovery after infrastructure damage or destruction
- A decline in business activity in the region,
- The average salary in Kharkiv region is lower than the average for Ukraine.



Specific challenges for higher education institutions in Kharkiv region

Financial vulnerability of a frontline university (Three times the average salary)





Specific challenges for higher education institutions in Kharkiv region

There must be a differentiated model of state support for frontline universities.

A strategic decision on preserving human capital in the territory (*Kharkiv Region*)

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Despite all odds, Kharkiv retains a leading position in higher education.

*Results of the scientific attestation of higher education institutions
Positioning of the region in academic rankings*

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Results of the scientific attestation of higher education institutions

Region	Number of Higher Education Institutions	
	Category A	Total
Kharkiv Region	9	16
Kyiv	7	28
Dnipropetrovsk Region	4	12
Lviv Region	3	8
Ivano-Frankivsk Region	2	3
Sumy Region	2	4

Region	Number of Higher Education Institutions	
	Category A	In total
Volyn Region	1	2
Zakarpattia Region	1	2
Zaporizhzhia Region	1	6
Mykolaiv Region	1	3
Odesa Region	1	13
Rivne Region	1	4
Ternopil Region	1	4
Chernivtsi Region	1	2
Chernihiv Region	1	3



Positioning of the region in educational rankings

The global university impact ranking assesses progress toward achieving the Sustainable Development Goals.



Times Higher Education
Impact Rankings

Representation of Ukrainian regions in the ranking

City Region	2020		2021		2022		2023		2024		2025		2026	
	Number of HEIs	%	Number of HEIs	%	Number of HEIs	%	Number of HEIs	%	Number of HEIs	%	Number of HEIs	%	Number of HEIs	%
Kyiv	2	20,00	2	13,33	5	20,00	4	12,50	7	16,67	12	21,82	15	27,27
Kharkiv	3	30,00	4	26,67	5	20,00	6	18,75	9	21,43	11	20,00	9	16,36
Poltava		0,00	2	13,33	2	8,00	4	12,50	4	9,52	5	9,09	4	7,27
Odesa		0,00		0,00	1	4,00	1	3,13	2	4,76	4	7,27	3	5,45
Lviv	2	20,00	2	13,33	2	8,00	2	6,25	3	7,14	1	1,82	2	3,64
Dnipro		0,00		0,00	1	4,00	2	6,25	2	4,76	1	1,82	2	3,64
Kherson		0,00	1	6,67	1	4,00	1	3,13	2	4,76	2	3,64	2	3,64
Cherkasy		0,00		0,00	1	4,00	2	6,25	2	4,76	2	3,64	2	3,64
Zakarpattia		0,00	1	6,67	1	4,00	1	3,13	1	2,38	1	1,82	1	1,82
Sumy	1	10,00	1	6,67	2	8,00	2	6,25	1	2,38	1	1,82	1	1,82
Total	10		15		25		32		42		55		55	



Specific challenges for higher education institutions in certain regions

Destruction and security vulnerability of university infrastructure

- Ensuring high-quality training in a blended learning format
- Flexibility in transitioning between online and offline formats

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Specific challenges for higher education institutions in Kharkiv region

Mental health and psychosocial resilience of the university community

A significant number of students and faculty (participants in the educational process) have long been living in conditions of danger, uncertainty, and stress

Psychological support is no longer a secondary priority

A requirement for the university of the future: creating a resilient university environment – a space of psychological safety, social interaction, support, and recovery.



Risk of losing the culture-shaping function of the university

The university should shape not only human capital for the labour market (with a specific set of competencies), but an individual capable of utilizing this capital consciously and responsibly.

Cultural development, art, music, literature, historical memory, ethics, communication, critical thinking, and creativity.

For Kharkiv, this is particularly significant, as the preservation of the university environment should contribute to the preservation of the city's cultural and intellectual environment.



The university does not exist in isolation.

Interaction with business, government, civil society, professional communities, etc. Theatres, museums, libraries, music and art institutions, youth spaces, and creative communities are becoming part of an environment that shapes human capital.

Integration of universities into the community – ***taking into account community specifics***

Kharkiv is a cultural capital. The university environment should uphold the community's traditions, develop them, and instill them in students, while also participating in the preservation of traditions and the creation of values.

The cultural sector and the cultural environment should become an element within the network of interaction between universities and business, government, civil society, etc.



The gap between a graduate's competencies and future recovery needs

- It is necessary to prepare not a workforce for the restoration of the pre-war structure of the regional economy, but rather human capital for its **future transformation**.
- The university of the future must be **proactive** rather than reactive, that is, it must participate in shaping the very trajectory of regional recovery.

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Challenges for the higher education system

Imbalance: applicants' choices of higher education institutions vs. the state's needs and priorities for recovery by speciality

Speciality	Recommended through an open competition	Minimum score
A4 Secondary Education	5 032	140,135
G19 Construction and Civil Engineering	3 163	134,726
G3 Electrical Engineering	2 633	133,918
G7 Automation, Computer-Integrated Technologies, and Robotics	2 106	137,235
G11 Mechanical Engineering	1 408	133,106
D3 Management	665	178,795
D8 Law	542	188,022
D5 Marketing	295	181,859
C7 Journalism	155	180,685



The objective necessity of developing a state program to ensure the attractiveness of specialities that are strategically essential for the reconstruction of Ukraine's economy

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The result of the university of the future's activity should be more than just a qualified graduate,

but rather a professionally competent, psychologically resilient, culturally developed, socially responsible, and locally engaged individual who has sound reasons for, and is prepared to connect their own professional trajectory with the recovery of the Kharkiv region.

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**Thank you for your
attention!**

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