The "Lviv Polytechnic – 2025"
Development Strategy

MISSION, VISION AND VALUES

STRATEGIC GOALS AND OBJECTIVES

OUR POSITION TODAY

LVIV POLYTECHNIC TODAY

SWOT analysis

Lviv Polytechnic is a unique University with its powerful historical roots. We identify ourselves as an integral part of the international and national academic and scientific community.

LVIV POLYTECHNIC INCORPORATES:

OUR UNIVERSITY

Our strengths include:

1. Widely recognized brand name.
2. Unique academic environment formed under the influence of more than two hundred years of educational and scientific traditions.
3. Well-developed educational infrastructure.
4. Specialties at high level to acquire the Bachelor's degree, Master's degree and the academic degree of Doctor of Philosophy (almost 80% – technical specialties, 70% – specialties in natural and social sciences).
5. High level of provision of highly qualified personnel; there are specialists in a wide range of scientific fields, enabling multidisciplinary and interdisciplinary research in the University.
6. Certified quality management system.
7. Modern interdisciplinary curricula and courses.
8. Availability of Innovative Learning Platform (Tech StartUp School).
9. Well-established system of performance motivation of research and academic teaching staff.
10. Well-developed leisure infrastructure.

Our opportunities involve:

1. Increased participation in grant activities (within the frameworks of "Horizon 2020", "Horizon Europe", "Erasmus Plus", National Research Foundation, etc.).
2. Obtaining basic funding based on the results of state certification of higher education institutions in terms of conducting their scientific (scientific and technical) activity.
3. Implementation of projects related to the creation of inventions, utility models and industrial designs regarding experimental project to organize the activity of the State Incentive Fund for the creation and use of inventions (utility models) and industrial designs.
4. Development of international scientific cooperation; wider involvement in work at the University of Foreign research and academic teaching staff, in studying – foreign applicants for higher education.
5. Expanding the list of Master's educational programs and educational and scientific programs of Doctors of Philosophy.
6. Student entrepreneurship development with the assistance of Tech StartUp School.
7. Using business school to develop university management.
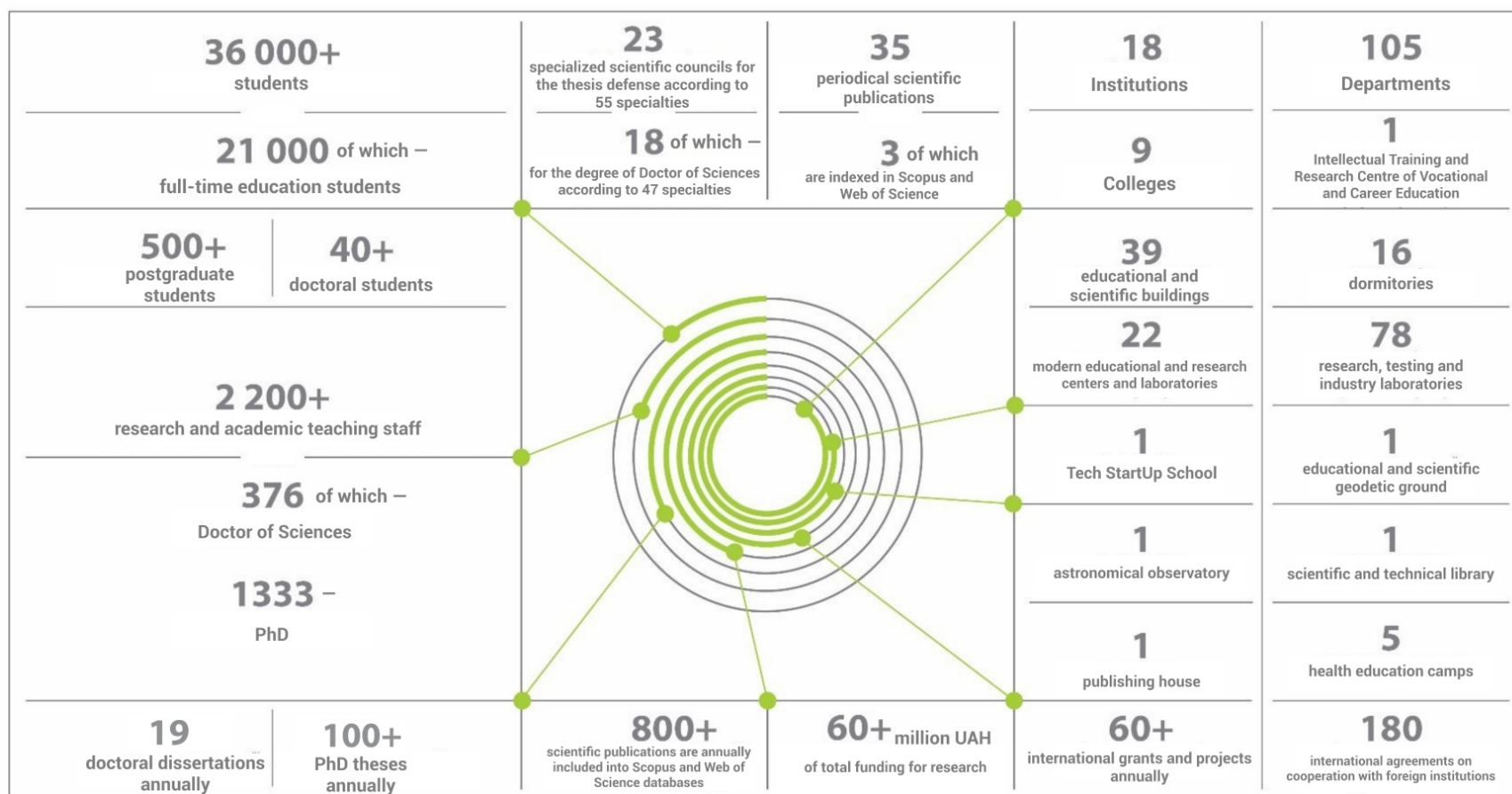
Our weaknesses include:

1. Insufficient level of development of innovative infrastructure.
2. There are certain specialties which entrants choose according to their low scores, and there is no competition to enter some specialties.
3. Insufficient number of foreign higher education applicants.
4. Insufficient number of foreign research and academic teaching staff involved in teaching at the University.
5. Low percentage of young scientists with the highest qualification in research and academic teaching staff.
6. Insufficient level of publication activity in publications included in the Scopus and Web of Science scientometric databases.
7. Insufficient level of academic mobility for higher education applicants and research and academic teaching staff.
8. Insufficient level of knowledge of foreign languages in research and academic teaching staff.
9. Insufficient level of international cooperation in certain specialties.
10. Insufficient positioning level of the University in the global information environment.
11. Imperfect student motivation system.

Our threats imply:

1. Decrease in level of entrants' knowledge.
2. Reduction of the state order for the preparation of students and post-graduate students.
3. Unstable demand for graduates of certain specialties in the labor market.
4. Outflow of research and academic teaching staff, in particular young people, to higher-paid enterprises and abroad.
5. Increasing competition between national higher education institutions in the market of educational services.
6. Imperfection of mechanisms of commercialization of scientific developments.
7. Lack of region enterprises producing science-intensive products.
8. Insufficient funding for social programs.

36 000+
students

21 000 of which —
full-time education students

500+
postgraduate
students

40+
doctoral students

2 200+
research and academic teaching staff

376 of which —
Doctor of Sciences

1333 –
PhD

19
doctoral dissertations
annually

100+
PhD theses
annually

23
specialized scientific councils for
the thesis defense according to
55 specialties

18 of which —
for the degree of Doctor of Sciences
according to 47 specialties

800+
scientific publications are annually
included into Scopus and Web of
Science databases

35
periodical scientific
publications

3 of which
are indexed in Scopus and
Web of Science

60+ million UAH
of total funding for research

18
Institutions

9
Colleges

39
educational and
scientific buildings

22
modern educational and research
centers and laboratories

1
Tech StartUp School

1
astronomical observatory

1
publishing house

60+
international grants and projects
annually

105
Departments

1
Intellectual Training and
Research Centre of Vocational
and Career Education

16
dormitories

78
research, testing and
industry laboratories

1
educational and scientific
geodetic ground

1
scientific and technical library

5
health education camps

180
international agreements on
cooperation with foreign institutions

Lviv Polytechnic National University is the oldest higher technical education institution in Ukraine and one of the oldest universities in the world

the only national university, which according to the international ranking "World University Rankings Times Higher Education" in 2019 in the field of information technology entered the thousand best universities in the world, holding the position in 401–500 place

the only technical university in Ukraine, which is included in the general ranking "World University Rankings Times Higher Education" and ratings in the fields of "Engineering and technology" and "Physical Sciences"

leader among higher education institutions of Ukraine in the number of bilateral international research projects implemented in 2017–2019

the first among national higher education institutions which became the coordinator of the project, funded under the program "Horizon 2020"

among leaders amid higher education institutions of Ukraine in terms of funding raised under the program "Horizon 2020"

in the top five among the universities of Ukraine in the number of applications submitted, in particular from entrants who received the maximum number of points according to the results of the external evaluation

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MISSION, VISION AND VALUES

STRATEGIC GOALS AND OBJECTIVES
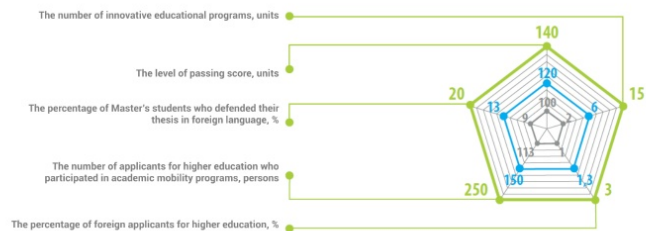
OUR POSITION TODAY

Mission, vision and values

Mission: to form future leaders who work wisely, creatively, effectively...

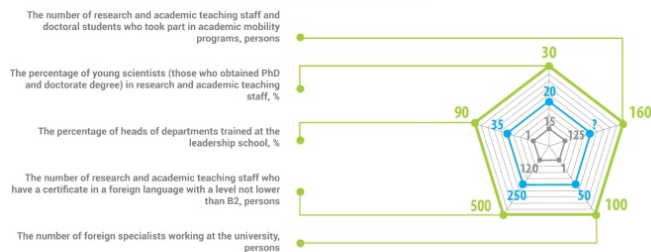**Vision:** to become the best university in Ukraine according to international and national rankings
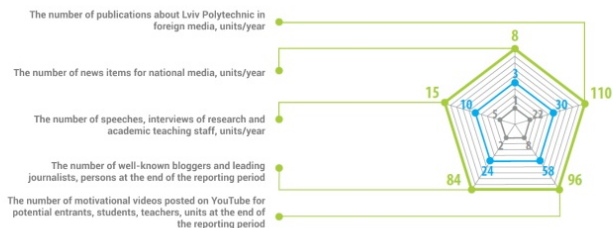
KEY PERFORMANCE INDICATORS

VALUES

Key performance indicators in terms of the strategic objective
"To attract talented young people motivated to study at the university"

The number of innovative educational programs, units

The level of passing score, units

The percentage of Master's students who defended their thesis in foreign language, %

The number of applicants for higher education who participated in academic mobility programs, persons

The percentage of foreign applicants for higher education, %

140
120
100
15
6
20
13
9
2
113
3
1,3
250
150

Key performance indicators in terms of the strategic objective
"To create an atmosphere conducive to learning process, work and personal development"

The number of educational (acceleration) programs in terms of Tech Business School, units

The number of education and research centers and laboratories established with the assistance of leading companies and firms, units at the end of the reporting period

The number of coworking spaces, units

The percentage of information services (within the university management system) that operate on the basis of the single information environment, %

The number of professional retraining programs for distance learning, units

34
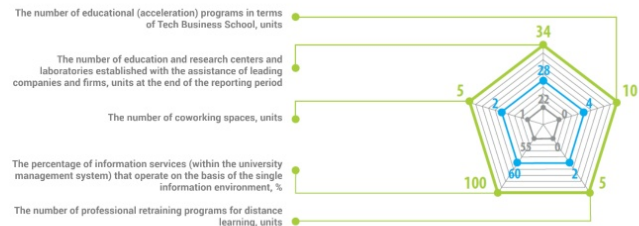28
22
10
5
2
4
10
3,5
0
100
60
2
5

Key performance indicators in terms of the strategic objective
"To improve the quality of staff productivity, increase the percentage of young scientists in research and academic teaching staff"
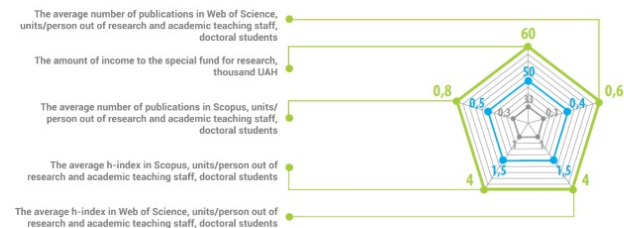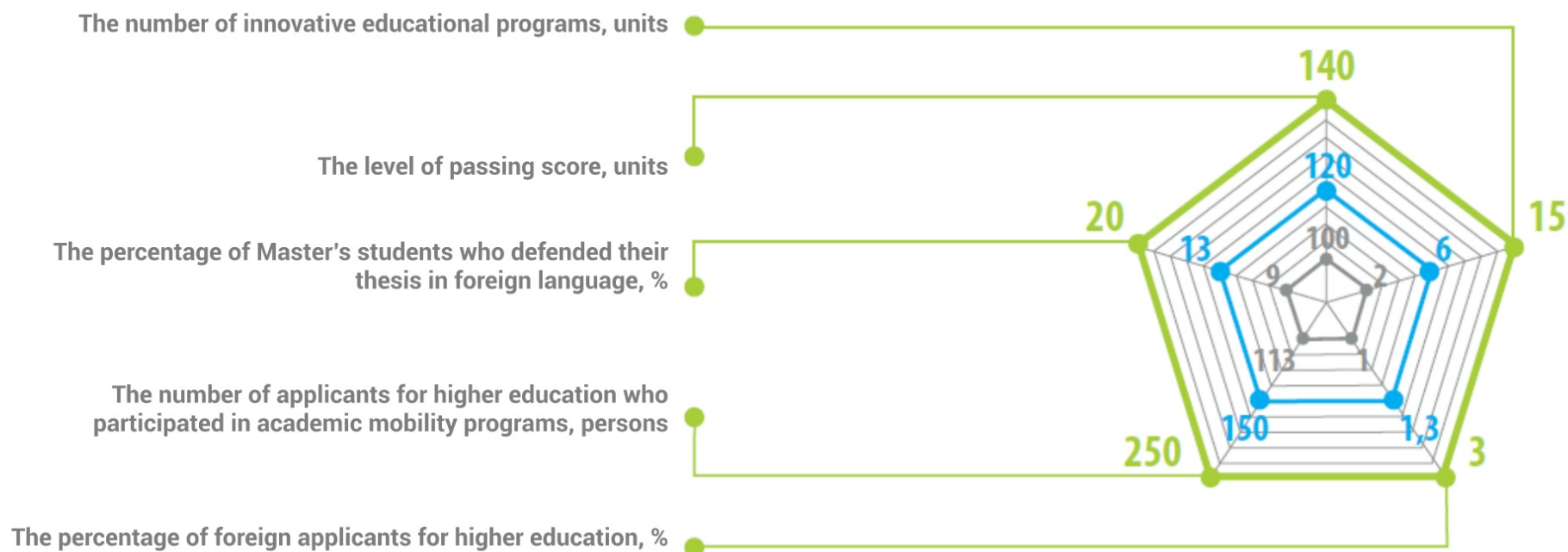
The number of research and academic teaching staff and doctoral students who took part in academic mobility programs, persons

The percentage of young scientists (those who obtained PhD and doctorate degree) in research and academic teaching staff, %

The percentage of heads of departments trained at the leadership school, %

The number of research and academic teaching staff who have a certificate in a foreign language with a level not lower than B2, persons

The number of foreign specialists working at the university, persons

30
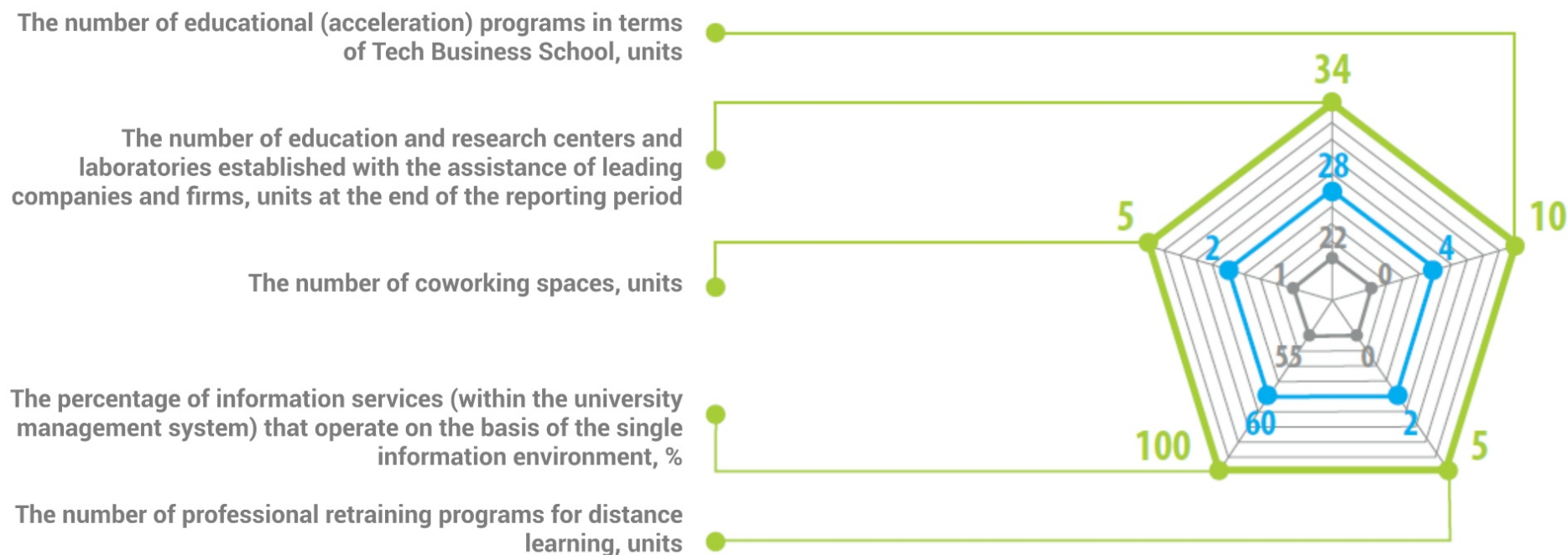20
90
160
35
15
135
?
120
1
250
50
500
100

Key performance indicators in terms of the strategic objective
"To take the first place among national universities according to the amount of completed international grants"
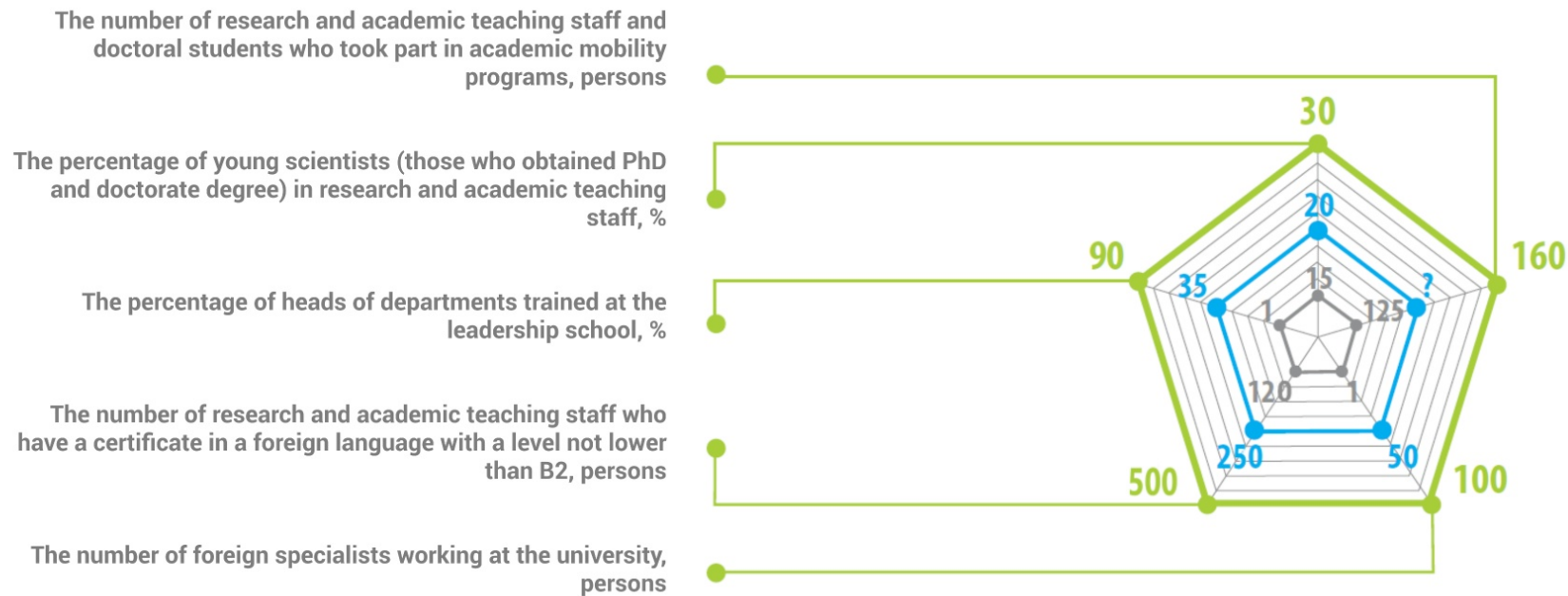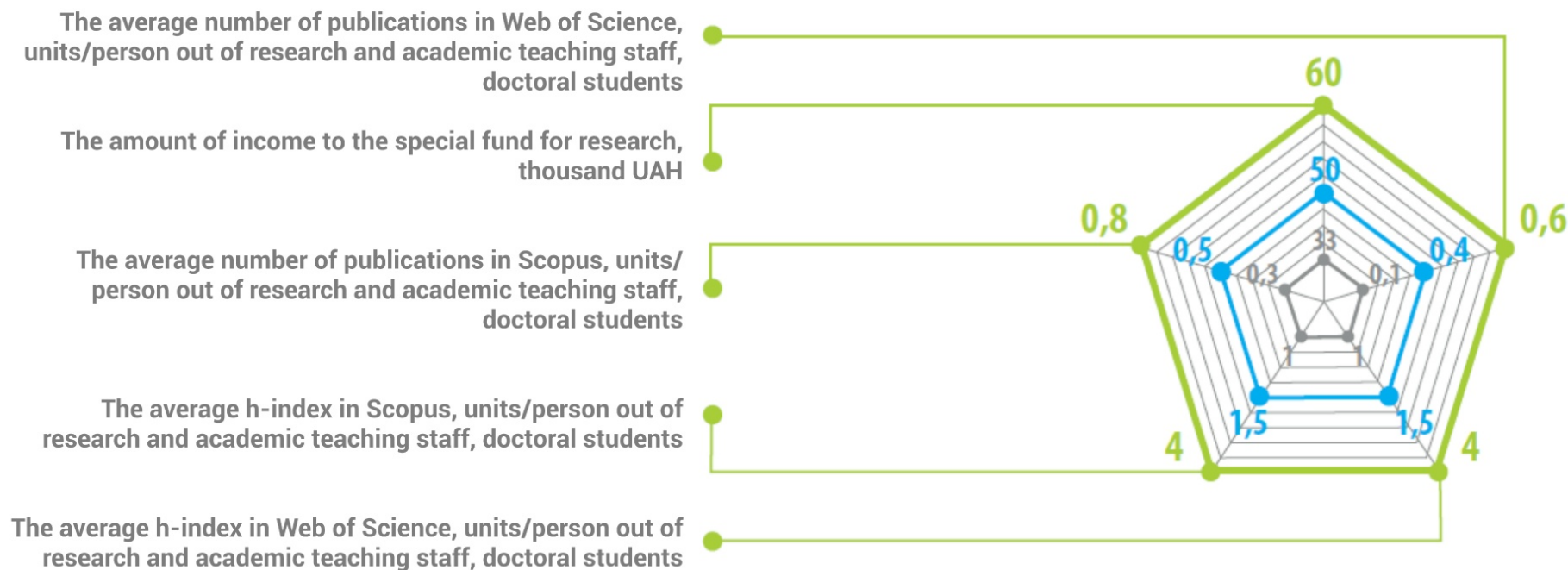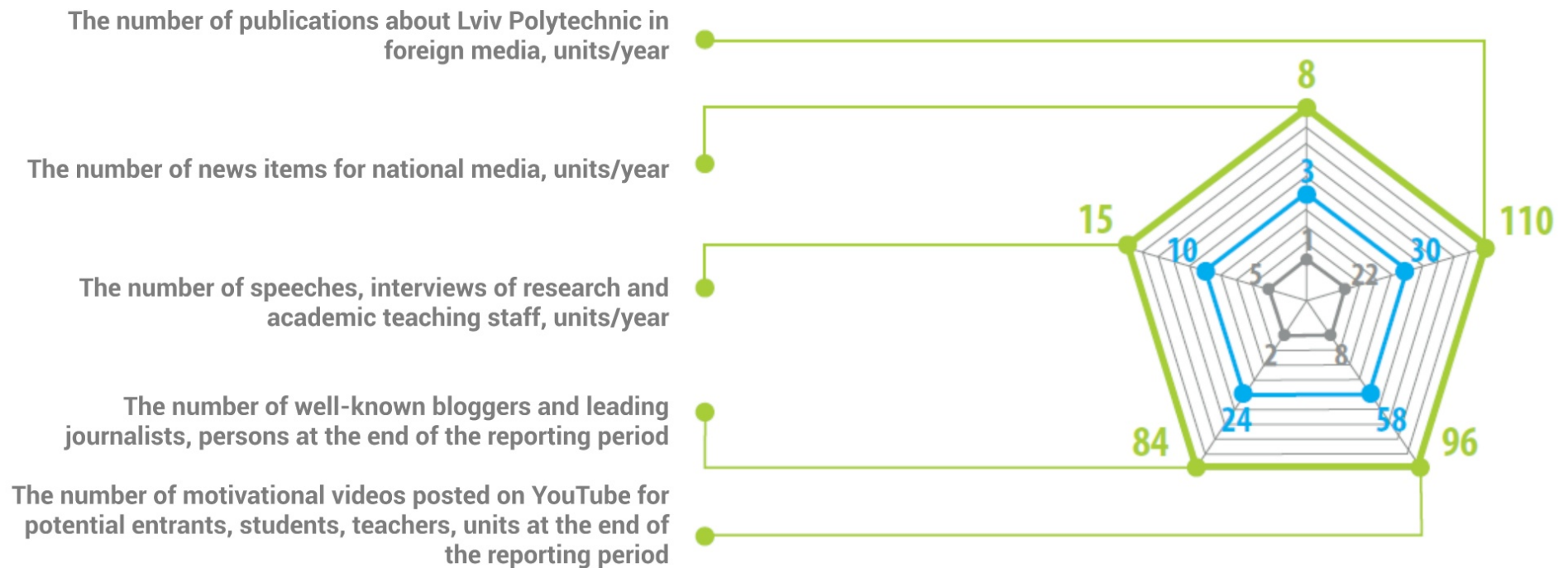
The average number of publications in Web of Science, units/person out of research and academic teaching staff, doctoral students

The amount of income to the special fund for research, thousand UAH

The average number of publications in Scopus, units/person out of research and academic teaching staff, doctoral students

The average h-index in Scopus, units/person out of research and academic teaching staff, doctoral students

The average h-index in Web of Science, units/person out of research and academic teaching staff, doctoral students

60
50
0,8
0,6
0,5
3
0,4
0,3
0,3
4
1,5
1,5
4

Key performance indicators in terms of the strategic objective
"To increase the level of the university presence in the global information space"

The number of publications about Lviv Polytechnic in foreign media, units/year

The number of news items for national media, units/year

The number of speeches, interviews of research and academic teaching staff, units/year

The number of well-known bloggers and leading journalists, persons at the end of the reporting period

The number of motivational videos posted on YouTube for potential entrants, students, teachers, units at the end of the reporting period

8
3
15
110
10
30
1
84
24
58
96

Key performance indicators in terms of the strategic objective "To attract talented young people motivated to study at the university"

The number of innovative educational programs, units

The level of passing score, units

The percentage of Master's students who defended their thesis in foreign language, %

The number of applicants for higher education who participated in academic mobility programs, persons

The percentage of foreign applicants for higher education, %

140

120

15

100

20

13

6

9

7

11 3

1

250

150

1,3

3

Key performance indicators in terms of the strategic objective "To create an atmosphere conducive to learning process, work and personal development"

The number of educational (acceleration) programs in terms of Tech Business School, units

The number of education and research centers and laboratories established with the assistance of leading companies and firms, units at the end of the reporting period

The number of coworking spaces, units

The percentage of information services (within the university management system) that operate on the basis of the single information environment, %

The number of professional retraining programs for distance learning, units

Key performance indicators in terms of the strategic objective "To improve the quality of staff productivity, increase the percentage of young scientists in research and academic teaching staff"

The number of research and academic teaching staff and doctoral students who took part in academic mobility programs, persons

The percentage of young scientists (those who obtained PhD and doctorate degree) in research and academic teaching staff, %

The percentage of heads of departments trained at the leadership school, %

The number of research and academic teaching staff who have a certificate in a foreign language with a level not lower than B2, persons

The number of foreign specialists working at the university, persons

30

20

90 | 160

35 | 15

1 | 125

?

120 | 1

250 | 50

500 | 100

Key performance indicators in terms of the strategic objective "To take the first place among national universities according to the amount of completed international grants"

The average number of publications in Web of Science, units/person out of research and academic teaching staff, doctoral students

The amount of income to the special fund for research, thousand UAH

The average number of publications in Scopus, units/ person out of research and academic teaching staff, doctoral students

The average h-index in Scopus, units/person out of research and academic teaching staff, doctoral students

The average h-index in Web of Science, units/person out of research and academic teaching staff, doctoral students

60
0,6
0,8
0,4
50
0,5
33
0,3
0,1
1,5
1,5
4
4

Key performance indicators in terms of the strategic objective "To increase the level of the university presence in the global information space"

The number of publications about Lviv Polytechnic in foreign media, units/year

The number of news items for national media, units/year

The number of speeches, interviews of research and academic teaching staff, units/year

The number of well-known bloggers and leading journalists, persons at the end of the reporting period

The number of motivational videos posted on YouTube for potential entrants, students, teachers, units at the end of the reporting period

8
3
110
30
15
10
22
5
1
2
8
84
24
58
96

VALUES

PROFESSIONALISM:	We profess proficiency in the profession
PATRIOTISM:	We are committed to our University and proud of its history and present state
INTEGRITY:	We are honest, decent and responsible for the performance of our duties; trust, respect and justice prevail between us
ACADEMIC FREEDOM:	We strive for independence and autonomy during teaching, academic teaching, research, innovative activity, according to the principles of freedom of speech and creativity
WILLINGNESS TO CHANGE:	We strive for sustainable development and seek new opportunities
SPIRITUALITY:	We focus on universal, sociocultural and national values
TRADITIONS:	We cultivate respect for university and national traditions

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MISSION, VISION AND VALUES

STRATEGIC GOALS AND OBJECTIVES

OUR POSITION TODAY

The main strategic objectives are

To attract talented young people motivated to study at the university

1

To improve the quality of staff productivity, increase the percentage of young scientists in research and academic teaching staff

3

To increase the level of the university presence in the global information space

5

To create an atmosphere conducive to learning process, work and personal development

2

To take the first place among national universities according to the amount of completed international grants

4

OBJECTIVE №1

OBJECTIVE №2

OBJECTIVE №3

OBJECTIVE №4

OBJECTIVE №5

To attract talented young people motivated to study at the university

Sub-objective 1.1. Formation of a contingent of students out of the talented young people

Task 1.1.1. Improving career guidance work

Task 1.1.2. Formation of mechanisms and tools to ensure the admission of talented young people to the university

Task 1.1.3. Increasing the number of winners of student competitions and all-Ukrainian competitions in the total number of university entrants

Sub-objective 1.2. Providing a student-centered approach to educational process

Task 1.2.1. Development and implementation of adaptation system of the first-year students to study at the university

Task 1.2.2. Development of the system of internal quality assurance of educational process and quality of higher education

Task 1.2.3. Improving the processes of teaching and learning, introduction of new technologies, teaching methods

Task 1.2.4. Improving the effectiveness of education and research of higher education applicants

Sub-objective 1.3. Formation of an open educational environment, integration into the international educational space

Task 1.3.1. Increasing the number of foreign higher education applicants

Task 1.3.2. Development of academic mobility of students, postgraduate students, doctoral students

Sub-objective 1.4. Expanding relationships with employers

Task 1.4.1. Introduction of "dual education"

Task 1.4.2. Involvement of employers in the formation and implementation of educational programs

Task 1.4.3. Organizing the specialists' target order preparation

To create an atmosphere conducive to learning process, work and personal development

Sub-objective 2.1. Development of corporate culture and ensuring academic integrity

Task 2.1.1. Implementation of the Corporate Culture Code

Task 2.1.2. Development of the image component of the corporate culture of the university

Sub-objective 2.2. Development of the system of internal quality assurance of higher education and educational process

Task 2.2.1. Optimization of organizational and functional structure of the university

Task 2.2.2. Introduction of information system for monitoring the performance indicators of educational and scientific process of the university

Sub-objective 2.3. Development of educational and scientific infrastructure

Task 2.3.1. Creation of new units to improve the educational process and research activity

Sub-objective 2.4. Development of innovation infrastructure

Task 2.4.1. Creation of innovative structures and divisions

Sub-objective 2.5. Providing opportunities for the implementation of the principle of "Lifelong learning"

Task 2.5.1. Development of the system of longlife learning

Sub-objective 2.6. Development of cooperation with graduates

Task 2.6.1. Expansion of contacts with graduates of Lviv Polytechnic

Sub-objective 2.7. Development of information infrastructure

Task 2.7.1. Improving the management of information and communication processes, the use of modern management technologies

Task 2.7.2. Centralization of computing resources

Task 2.7.3. Development and improvement of the library and information service of users

Task 2.7.4. Expanding Internet access

Task 2.7.5. Improving the information and social security system

Sub-objective 2.8. Creating an accessible environment for people with special educational needs

Task 2.8.1. Ensuring information and social accessibility of the educational environment for people with special needs

Task 2.8.2. Ensuring the architectural accessibility of the educational environment for people with special needs

Sub-objective 2.9. Development of social infrastructure

Task 2.9.1. Improving working, studying and living conditions

Task 2.9.2. Improving nutrition opportunities

Task 2.9.3. Improving conditions for leisure and sports activities

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Task 2.9.3. Improving conditions for leisure and sports activities

To improve the quality of staff productivity, increase the percentage of young scientists in research and academic teaching staff

Sub-objective 3.1.
Improving the quality of research and academic teaching staff, the formation and development of scientific schools

Task 3.1.1. Increasing the percentage of highly qualified staff in the total number of research and academic teaching staff

Task 3.1.2. Increasing the participation of research and academic teaching staff in the academic mobility programs, involvement of foreign research and academic teaching staff in the educational process and scientific activity

Task 3.1.3. Increasing the number of staff whose scientific results are recognized at the state level

Sub-objective 3.2.
Involvement of at least 30% of young scientists (those who obtained PhD and doctorate degree) in the research and academic teaching staff

Task 3.2.1. Improving the system of motivation, promoting employment and decent work at Young Scientists University

Sub-objective 3.3.
Improving the quality of all categories of staff

Task 3.3.1. Formation and implementation of HR policy on personnel development

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Improving the quality of research and academic teaching staff, the formation and development of scientific schools

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Sub-objective 3.3.
Improving the quality
of all categories of staff

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To take the first place among national universities according to the amount of completed international grants

Sub-objective 4.1. Achieving international competitiveness of research

Task 4.1.1. Increasing the number of international grants

Task 4.1.2. Increasing the number of scientific works of research and academic teaching staff in publications included in the Scopus and Web of Science international scientometric databases

Task 4.1.3. Increasing the number of published monographs (chapters of monographs) in English

Task 4.1.4. Increasing the value of the h-index of the university in the Scopus and Web of Science scientometric databases

Task 4.1.5. Increasing the number of scientific periodicals of the university, included in the Scopus and Web of Science scientometric databases

Task 4.1.6. Increasing the number of scientific conferences, proceedings of which are indexed by Scopus, Web of Science or held under the auspices of IEEE

Sub-objective 4.2. Development of market-oriented applied research and development

Task 4.2.1. Growth of revenues to the university budget for research

Task 4.2.2. Increasing the number of commercialized intellectual property objects

Sub-objective 4.1. Achieving international competitiveness of research

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Sub-objective 4.2. Development of market-oriented applied research and development

Task 4.2.1. Growth of revenues to the university budget for research

Task 4.2.2. Increasing the number of commercialized intellectual property objects

To increase the level of the university presence in the global information space

Sub-objective 5.1.
Improving mechanisms and tools to increase the level of university presence in the global information environment

Task 5.1.1.

Improving the communication policy of the university

Task 5.1.2.

Improving the official website of the university

Sub-objective 5.2.
Promotion of Lviv Polytechnic abroad

Task 5.2.1.

Popularization of the history and achievements of Lviv Polytechnic

Task 5.2.2.

Ensuring a stable flow of information into the external environment, coverage of the university's achievements in the media

Task 5.2.3.

Development of information-analytical and expert activity of research and academic teaching staff

Sub-objective 5.1.
Improving mechanisms and tools to increase the level of university presence in the global information environment

Task 5.1.1.

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