

ESTDEV
From the people of Estonia

Self-Evaluation Report for Institutional Accreditation

Lutsk National Technical University

March 2025

This report has been compiled in the framework of the project
Enhancement of the Higher Education Quality in Ukraine
funded by ESTDEV - Estonian Centre for International Development.

Table of Contents

1.	Introduction.....	6
2.	Oveview of outcomes of study pogramme accreditations.....	9
3.	Self-evaluation across assessment areas	11
3.1	ORGANISATIONAL MANAGEMENT AND PERFORMANCE	11
3.2	TEACHING AND LEARNING	32
3.3	RESEARCH, DEVELOPMENT AND/OR OTHER CREATIVE ACTIVITY (RDC)	48
3.4	SERVICE TO SOCIETY.....	58
4.	Appendices	67

List of tables

Table 1. The number of study programmes at LNTU in 2020–2024	9
Table 2. Accredited study programmes in the portfolio of LNTU's educational offer	9
Table 3. Effectiveness of the accreditation procedures at LNTU in 2020–2024	10
Table 4. Key Performance Indicators for Teaching and Learning (2021–2026)	14
Table 5. Key Performance Indicators for Research (2021–2026)	14
Table 6. Key Performance Indicators for Digital Transformation (2023–2028)	14
Table 7. Assessment of the Management System by LNTU Employees	17
Table 8. Dynamics of the Average Monthly Salary of Academic Staff	23
Table 9. University Staff International Mobility (2020–2024)	25
Table 10. Total Real Estate Expenses by All Funding Sources Including Sponsorship and Charity, mln UAH	29
Table 11. LNTU admission campaign (2020-2025)	34
Table 12. Structure of the LNTU student contingent in 2024, %	35
Table 13. Number of Agreements signed (2020-2024)	36
Table 14. Student Mobility at LNTU (2020-2024)	37
Table 15. Students who complete their studies on time	44
Table 16. Invited lecturers of LNTU (2020–2024)	46
Table 17. Place of LNTU in international rankings	53
Table 18. Number of postgraduate and doctoral students at LNTU	57
Table 19. Academic mobility of postgraduate and doctoral students (2020-2024)	57
Table 20. Continuous Education at LNTU in 2020-2024	63

List of figures

Figure 1. Internal Quality Assurance System at LNTU	15
Figure 2. Monitoring and Quality Enhancement of Study Programmes at LNTU	16
Figure 3. Results of Bachelor's Thesis Plagiarism Screening in 2020 and 2024	18
Figure 4. Academic Career System Elements at LNTU	20
Figure 5. Staff Structure Analysis (2020–2024)	21
Figure 6. The Academic Staff Average Age (2020–2024)	21
Figure 7. Average Salary of LNTU Academic Staff and Personnel Engaged in Professional, Scientific, and Technical Activities in Ukraine in 2020–2024, UAH	22
Figure 8. Results of the Faculty Satisfaction Survey on LNTU Management Performance by Academic Staff in 2024	24
Figure 8. Dynamics of University Revenues from the General and Special Funds in 2020–2024, mln UAH	26
Figure 10. Expenditure Structure by Funds in 2024	27
Figure 11. Investment in educational and research infrastructure (2020-2024)	28
Figure 12. University student contingent (2020-2024)	34
Figure 13. Final certification of bachelor's and master's degrees (2020-2024)	42
Figure 14. Ukrainian Collaboration (2020-2024)	48
Figure 15. The amount of funding for research work from the general and special funds of the state budget, thousand UAH	49
Figure 16. Presentation of research work at the international level is the publication of monographs, articles, and scientific publications in journals indexed by scientometric databases (2020-2024)	49
Figure 17. Growth of Hirsch index of LNTU in the scientometric databases Scopus and Web of Science (2019-2024)	50
Figure 18. The share of international co-authorship in research in 2020-2024. Source: Scopus. Web of science (2020-2024)	50
Figure 19. Number of student scientific circles at LNTU (2020-2024)	55
Figure 20. Number of scientific conferences and seminars at LNTU (2020-2024)	55
Figure 21. Number of winners of student research papers competitions at LNTU (2020-2024)	56
Figure 22. The number of research projects at LNTU funded by the special fund (2020-2024)	56
Figure 23. Number of articles published by students (2020-2024)	56
Figure 24. Number of conference materials (abstracts) published by students (2020-2024)	56

Abbreviations

MoESU – Ministry of Education and Science of Ukraine
LNTU – Lutsk National Technical University
SB LNTU – Supervisory Board of Lutsk National Technical University
AEMS – Automated Educational Management System
SDGs – Sustainable Development Goals
SP – Study programmes

Councils

AC – Academic Council;
EMC – Educational and Methodological Council
HEQC – Higher Education Quality Council
STC – Scientific and Technical Council

Faculties

FACD – Faculty of Architecture, Construction and Design
FATES – Faculty of Agricultural Technologies and Environmental Studies
FBL – Faculty of Business and Law
FCAMT – Faculty of Customs Affairs, Materials and Technologies
FCIT – Faculty of Computer and Information Technologies
FDEST – Faculty of Digital, Educational and Social Technologies
FTME – Faculty of Transport and Mechanical Engineering

Departments

DAA – Department of Accounting and Audit
DAE – Department of Agricultural Engineering named after Professor H.A. Khailis
DA – Department of Agronomy
AMMD – Applied Mathematics and Mechanics Department
DAMM – Department of Applied Mechanics and Mechatronics
DAD – Department of Architecture and Design
DACIT – Department of Automation and Computer-Integrated Technologies
DATT – Department of Automobile and Transport Technology
DBCE – Department of Building and Civil Engineering
DCS – Department of Civil Security
DCSCE – Department of Commodity Science and Customs Expertise
DCEC – Department of Computer Engineering and Cybersecurity
DCS – Department of Computer Science
DDET – Department of Digital Educational Technologies
DE – Department of Economics
DEE – Department of Electrical Engineering
DET – Department of Electronics and Telecommunications
DETL – Department of Entrepreneurship, Trade and Logistics
DES – Department of Environmental Studies
DFBI – Department of Finance, Banking and Insurance
DFTC – Department of Food Technology and Chemistry
DF – Department of Forestry
DFUP – Department of Foreign and Ukrainian Philology
DIME – Department of Industrial Machinery Engineering
DIER – Department of International Economic Relations
DL – Department of Law

DLIT – Department of Light Industry Technologies
DM – Department of Management
DMR – Department of Marketing
DMS – Department of Materials Science
DMT – Department of Military Training
DPESH – Department of Physical Education, Sport and Health
DPHM – Department of Physics and Higher Mathematics
DSHT – Department of Social and Humanitarian Technologies
DSE – Department of Software Engineering
DTHRC – Department of Tourism, Hotel, Restaurant and Catering

Non-Academic Subdivisions

BIC – Business Innovation Centre
CRO – Chancellery "Rector's Office"
DIP – Department of Image and Promotion
DQAEPLA – Department for Quality Assurance of Educational Process, Licensing and Accreditation
EMD – Educational and Methodological Department
ESC VBS – Educational and Scientific Centre "Volyn Business Hub"
HRD – HR Department
ICC – Information Computing Center
IRO – International Relations Office
PAD – Project Activity Department;
PDSD – Postgraduate and Doctoral Studies Department;
SC – Sports Complex
SMAMW – Sector for Military Accounting and Mobilization Work
SRU – Scientific and Research Unit
TISC – Technology and Innovation Support Centre
YPSAO – Youth Policy and Sociocultural Activity Office.

1. Introduction

Lutsk National Technical University (hereinafter referred to as LNTU or the University) is a state higher education institution in Ukraine that provides training for specialists in technical, economic, humanitarian, and social fields. The University actively implements European education standards and cooperates with international partners. LNTU has a well-developed internal quality assurance system. Amid the ongoing war, LNTU demonstrates resilience and social responsibility by combining volunteer support for national defence forces with efforts to adapt students, including those with special needs and veterans, to new educational challenges.

The Strategic Goal of LNTU is to create a powerful, highly competitive, free, and comfortable educational and scientific environment — an innovative "growth pole" of Volyn — by realising the "education-science-business-government" formula. The University's motto fully reflects its core values: teamwork, knowledge, quality, efficiency, opportunities, investment, and partnership (see *Appendix A*).

The history of Lutsk National Technical University traces back to the Lutsk branch of the General Technical Faculty of Kyiv Road Transport Institute. Over the years, it underwent various stages of development, eventually evolving into Lutsk National Technical University. The key milestones in LNTU's history are as follows:

July 2, 1966 – Establishment of the Lutsk branch of the General Technical Faculty of Kyiv Road Transport Institute.

November 1, 1968 – Reorganization into the Lutsk General Technical Faculty of Kyiv Road Transport Institute.

July 19, 1971 – The Faculty was subordinated to Lviv Polytechnic Institute.

September 2, 1975 – Establishment of the Lutsk Branch of Lviv Polytechnic Institute.

April 1, 1991 – Establishment of Lutsk Industrial Institute.

December 24, 1997 – Establishment of Lutsk State Technical University.

April 11, 2008 – In recognition of the national and international significance of Lutsk State Technical University's achievements and its substantial contribution to the development of national education and science, Presidential Decree of Ukraine No. 335/2008 granted the University the status of a national university.

The first student admission consisted of 105 students in evening and distance learning programmes, distributed across the following fields of study: Mechanical Engineering and Instrumentation – 55 students; Construction – 25 students; Transport – 25 students. In 2025, over 11,000 students are pursuing education at the University across seven faculties. Additionally, LNTU includes three separate structural subdivisions: Kovel Industrial and Economic Applied College (980 students), Technical Applied College in Lutsk (1,871 students), and Liubeshiv Technical Vocational College (741 students).

Over its 55-year history, LNTU has grown into a large and reputable scientific and educational centre, justifiably proud of its distinguished traditions and history. The University has trained multiple generations of engineers, researchers, PhD holders, and Doctors of Science, who have significantly contributed to the development of national engineering, economy, and science.

Lutsk National Technical University holds a historical mission of preserving and fostering the new generation of Ukrainians, aligning its efforts with the needs of society and the economy.

The University's activities focus on training highly qualified specialists for both existing enterprises and organisations, as well as for the creation of new businesses. The integration of engineering expertise with business knowledge is a key priority for the University's team in preparing the next generation of professionals.

Lutsk National Technical University is becoming a growth hub for the city of Lutsk and the Volyn region, where it is based. The University highly values close cooperation with industrial enterprises, organisations across various sectors, and government institutions. This collaboration yields tangible results, including practical student training, development and implementation of real-world projects, teamwork, the generation of innovative solutions, and startup development.

In recent years, the University's structure has undergone significant transformation, now comprising seven faculties grouped into specialised clusters of related study programmes. This approach facilitates shared use of equipment, fosters interdisciplinary collaboration, and drives innovation.

LNTU's digital environment expansion strategy ensures the effective coordination of the educational process and university management. The University has developed a modern digital campus that integrates [Moodle-based e-learning platform](#), [LNTU digital library repository](#), Automated Educational Management System (AEMS), electronic document management system (iDOC), and [proprietary online survey platform](#), enhancing the internal quality assurance system.

In 2024, LNTU began implementing its own ERP system for managing the educational process, which enables the automation of educational programme administration, monitoring of academic performance and enhances communication between students and university staff.

Lutsk National Technical University's internationalisation strategy focuses on integrating into the global educational and scientific landscape to strengthen its position in the international education market. Throughout its history, LNTU has consistently recognised the importance of global outreach and international cooperation, which is implemented through double degree programmes, student and faculty exchange initiatives, collaborative scientific research and conferences, and participation in international projects, among other activities.

The University's strategic course is based on high-quality education and research, building a strong institutional reputation, and developing partnerships at regional, national, and international levels.

In the face of military aggression, LNTU has expanded its focus beyond education, research, and international cooperation to actively support the Armed Forces of Ukraine (AFU).

The University generates a synergistic effect through the "science-business-government" triad, uniting patriots across various sectors: scientists, educators, students, enterprises, business structures of Volyn, and local government institutions. This collective effort enables the University to provide substantial support to the AFU. Since the onset of the full-scale invasion, LNTU has been steadfast in its commitment to aiding Ukrainian defenders.

Since 2022, LNTU has been involving students and staff in volunteer activities aimed at supporting the Ukrainian Armed Forces, veterans, and military families.

Student volunteerism is an integral part of the University's community life. LNTU's youth regularly organise charity events, visit military hospitals, and lead humanitarian missions, ensuring that service members feel the care and gratitude of society.

Lutsk National Technical University initiated its self-assessment for institutional accreditation and began preparing its report in early 2024 after being selected as one of three universities to participate in the Institutional Accreditation Project conducted by the Estonian Quality Assurance Agency for Education (HAKA) and NAQA within the project funded by the Estonian Centre for International Development (ESTDEV). Following the selection, the Rector of LNTU initiated the formation of a dedicated team and launched the institutional accreditation preparation process. The First Vice-Rector, Nadiia Kovalchuk, was appointed as the team manager, leading a multidisciplinary group that included representatives from all levels of university management: Vice-Rector for Scientific and Pedagogical Work and Research, two Deans, one Vice Dean, three Heads of Departments; Head of the Department for Quality Assurance of Educational Process, Licensing, and Accreditation; Head of the Educational and Methodological Department; Head of the International Relations Office; one Professor and Three Associate Professors.

[In October 2024, LNTU representatives completed training](#) for the "Enhancement of Higher Education Quality in Ukraine" project. Following the training, four working groups were established to conduct the institutional accreditation process:

1. ORGANISATIONAL MANAGEMENT AND PERFORMANCE (Team Leader: Prof. Olena Kuzmak, Head of the Department for Quality Assurance of Educational Process, Licensing and Accreditation).

2. TEACHING AND LEARNING (Team Leader: Yuriy Fesina, Vice Dean of the Faculty of Business and Law, Associate Professor of the Entrepreneurship, Trade, and Logistics Department).
3. RESEARCH, DEVELOPMENT AND/OR OTHER CREATIVE ACTIVITY (RDC) (Team Leader: Prof. Olena Liutak, Vice-Rector for Scientific, Pedagogical Work and Research).
4. SERVICE TO SOCIETY (Team Leader: Prof. Nataliia Vavdiuk, Head of the Department of Management)

The primary task of the working groups was to conduct a self-evaluation report (SER), which required an evidence-based analysis of the strengths and areas for improvement of Lutsk National Technical University across all assessment areas and sub-areas. At the conclusion of each assessment sub-area, the evaluation summarises key strengths and areas for improvement while also outlining the university's planned development activities.

To ensure a comprehensive and objective self-evaluation report, the working groups were expanded to include heads of academic units, academic staff, graduates, stakeholders, support staff, and students.

Starting in November 2024, regular meetings were held within the self-evaluation team and working groups, alongside separate consultations with study programme leaders.

A folder on Google Drive was created for effective data collection and document management, serving as the central repository for all necessary information related to the SER preparation. A separate communication group in a messaging app was also established for all involved members to manage and share information, coordinate and discuss self-assessment issues.

To ensure the accuracy and reliability of the SER, the report underwent a two-stage review process: in December 2024 and February 2025. In February 2025, the final version of the self-evaluation report was presented and discussed at the Academic Council meeting.

The self-evaluation report was officially finalised and approved by the Academic Council in February 2025. It is now available for university staff and students through the internal university intranet.

2. Overview of outcomes of study programme accreditations

The competitiveness of higher education is an essential priority for Ukraine, and the state must actively work to ensure its high quality. One of the key instruments for achieving this goal is the accreditation of university study programmes. This process serves as a kind of filter that helps identify and eliminate programmes that do not meet modern requirements and standards and, therefore, need to be closed.

Accreditation is a key instrument for ensuring the quality of higher education.

According to the Law of Ukraine "On Higher Education", the quality assurance system of higher education at a university consists of an internal quality assurance system and an external quality assurance system of educational activities in higher education institutions, as well as the quality of higher education ensured by the National Agency for Higher Education Quality Assurance. A mechanism for accreditation was established in Ukraine, and in the summer of 2024, an updated regulation governing the accreditation of study programmes came into force. This regulation improves the accreditation procedure and clarifies the criteria and sub-criteria by which experts assess university programmes.

Considering labour market requirements and the transformation of the economic structure, the number of study programmes at the university has increased annually. Over five years of educational activity, the number of study programmes at Lutsk National Technical University (LNTU) has grown from 83 programmes in 2020 to 121 programmes in 2025 (see Table 1).

Table 1. The number of study programmes at LNTU in 2020–2024

Qualification Level	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Bachelor's study programmes	46	48	58	56	59
Master's study programmes	30	41	44	43	45
Educational research-oriented programmes	7	8	12	13	17
In total	83	97	114	112	121

The university conducts admissions to study programmes that are accredited for a period of 5 years, accredited for 1 year, and non-accredited (the accreditation period of which has not yet begun).

The number of successfully accredited study programmes for which admissions are conducted increases annually – from 70 study programmes in 2020 to 92 in 2024 (see Table 2).

Table 2. Accredited study programmes in the portfolio of LNTU's educational offer

Year	The number of accredited study programmes			In total	The total number of study programmes at LNTU			In total	The share of successfully accredited study programmes %		
	BA	MS	PhD		BA	MS	PhD		BA	MS	PhD
2020	34	30	6	70	46	30	7	83	73,91	100,00	85,71
2021	36	34	6	76	48	41	8	97	75,00	82,93	75,00
2022	39	38	6	83	58	44	12	114	67,24	86,36	50,00
2023	37	39	7	83	56	43	13	112	66,07	90,70	53,85
2024	43	42	8	92	59	45	17	121	72,88	93,33	47,06

Overall, in the 2024–2025 academic year, LNTU offers training for specialists in 121 study programmes (see Table B.1, Appendix B):

- First (Bachelor's) level – 59 study programmes, of which 43 are successfully accredited;
- Second (Master's) level – 45 study programmes, of which 42 are successfully accredited;
- Third (Educational and Scientific) level – 17 study programmes, of which 8 are successfully accredited.

The share of all accredited programmes is 76.86%. All accredited study programmes at the university meet the higher education standard. The highest share of accredited study programmes is observed at the

second (Master's) level – 93.33%, while the lowest is at the third (Educational and Scientific) level (47.06%). This is explained by the introduction of new study programmes at the third Educational and Scientific level, which have not yet reached the accreditation deadline according to the established programme terms. At the first (Bachelor's) level of higher education, the share of accredited study programmes is 72.88%.

In the period 2020–2024, a total of 93 study programmes were accredited through the full procedure at the university, including 77 successful accreditations (for a period of 5 years) and 16 were accredited for a period of 1 year. An analysis of accreditations from previous years indicates the success of the work carried out in 2024 when 27 study programmes were accredited for a period of 5 years (see Table 3).

Table 3. Effectiveness of the accreditation procedures at LNTU in 2020–2024

Qualification Level	2020		2021		2022		2023		2024	
	Plan*	Fact**	Plan	Fact	Plan	Fact	Plan	Fact	Plan	Fact
Bachelor's study programmes	9	6	19	14	6	5	7	7	7	7
Master's study programmes	6	4	2	2	7	4	5	3	19	19
Educational research-oriented programmes	0	0	2	2	0	0	3	3	1	1
In total	15	10	23	18	13	9	15	13	27	27

*Plan** – the number of study programmes submitted for accreditation

*Fact*** - the number of study programmes successfully accredited (for a period of 5 years)

For the university, the accreditation of study programmes is an indicator of the quality of educational work. It provides a credit of trust from applicants regarding the choice of their future place of study. For employers, it is a guarantee that graduates possess the necessary knowledge and skills and that the study programmes are relevant to the labour market.

Based on the results of inspections, experts most often highlighted the following strengths of the University:

- the academic community of LNTU develops and promotes a culture of quality education and academic integrity;
- well-prepared internal regulatory documents for ensuring the quality of higher education;
- LNTU's high-ranking position in Ukraine as a centre of quality education;
- clear, understandable, and accessible rules and procedures for regulating the rights and duties of all participants in the educational process at the University;
- clear and understandable rules for recognising the learning outcomes of applicants obtained at other higher education institutions;
- a systematic approach to conducting surveys enables the collection of students' feedback on academic integrity and allows for a timely response to any identified weaknesses in the study programmes;
- the creation of effective conditions for the internationalisation of the educational process at various educational and qualification levels;
- the University's strong infrastructure and modern material and technical base ensure the comfort and safety of the educational and scientific environment.

3. Self-evaluation across assessment areas

3.1 ORGANISATIONAL MANAGEMENT AND PERFORMANCE

3.1.1. General management

Requirements:

- A higher education institution has defined its role in the Ukrainian society.
- The development plan and the related action plans of a higher education institution arise from the concrete purposes built on its mission, vision and core values and considering the country's priorities and society's expectations.
- Key results of a higher education institution have been defined.
- The leadership of a higher education institution conducts the preparation and implementation of development and action plans and involves the members and different stakeholders.
- Liability at all management levels has been defined and described, and it supports the achievement of institutional purposes and the coherent performance of core processes.
- Internal and external communications of a higher education institution (including marketing and image building) are purposeful and managed.
- The higher education institution has defined the quality of its core, support processes, and quality assurance principles. In the higher education institution, internal evaluation supports strategic management and is conducted regularly at different levels (institution, units, study programmes).
- The higher education institution has defined its principles for academic ethics, has a system for disseminating them among its members, and has a code of conduct, including guidelines for any cases of non-compliance with these principles. The higher education institution has a functioning system for handling complaints.

Analysis

The governing bodies of LNTU are the Supervisory Board, the LNTU Staff Conference, the Academic Council, the Rectorate, and the Rector.

The purpose of the [Supervisory Board](#) is to assist in solving strategic development tasks for LNTU, attract financial resources to support the university's core activities and monitor their usage. It also focuses on ensuring effective interaction between LNTU and state authorities, local government bodies, the scientific community, civil society organisations, and business entities to develop and enhance the quality of educational activities and the university's competitiveness. Furthermore, the Supervisory Board exercises public control over the university's operations. The composition of the Supervisory Board of LNTU is approved by the order of the Ministry of Education and Science of Ukraine (MoESU) No. 886 dated October 04, 2022, with amendments according to MoESU Order No. 37 dated January 14, 2025.

The LNTU Staff Conference is the highest collegial body of public self-governance, consisting of elected representatives of the staff and students.

[The Academic Council](#) is a collegial management body at LNTU. Under the Law of Ukraine on Higher Education, the composition of the Academic Council includes the Rector and Vice-Rectors of the University, Deans of faculties, the Academic Secretary, the Director of the Library, the Chief Accountant, the Chair of the Primary Trade Union Organization of University Staff and Students, and the Head of the Student Council. Also, according to the Statute of LNTU, approved by MoESU Order No. 1447 dated December 28, 2021, the composition of the Academic Council includes heads of LNTU's separate structural subdivisions – College Principals. Among the elected members of the Academic Council are representatives of university departments responsible for quality assurance of

the educational process, licensing and accreditation, postgraduate and doctoral studies, educational methodology, human resources, and representatives of the student community across all educational levels. Furthermore, representatives from the faculties, consisting of academic, research, and teaching staff, such as department heads, professors, PhD holders, and doctors of science, are included.

The Rector of the university, elected by secret ballot for a five-year term following Article 42 of the Law of Ukraine on Higher Education, manages the university's activities and is responsible for the overall state of the university. The Rector is also accountable for the university's development and for making key decisions in economic, financial, and property matters, as well as decisions impacting the implementation of the university's strategic objectives and achieving its strategic goals.

The Rector, Vice-Rectors, Deans, and Heads of departments form the Rectorate, which is responsible for the university's educational and scientific research activities and for ensuring high academic quality.

The structure of the university (*see Figure A.1 in Appendix A*) is divided into academic, administrative and support components.

Vice Rectors (First Vice Rector, Vice-Rector for Scientific, Pedagogical Work and Research, Vice-Rector for Scientific, Pedagogical Work and Digital Transformation, Vice-Rector for Scientific, Pedagogical Work and Partnership) are responsible for specific strategic areas. They are members of both the Rectorate and the Academic Council.

The academic component of the university comprises seven faculties:

- Faculty of Architecture, Construction, and Design;
- Faculty of Transport and Mechanical Engineering;
- Faculty of Agricultural Technologies and Environmental Studies;
- Faculty of Computer and Information Technologies;
- Faculty of Customs Affairs, Materials, and Technologies;
- Faculty of Business and Law;
- Faculty of Digital, Educational, and Social Technologies.

A faculty is a structural unit that combines departments engaged in teaching, research, and development within related academic disciplines and ensures the education of students in full-time and dual education formats. A Dean manages the faculty. The Rector selects a candidate for the position of Dean and submits the nomination for approval to the faculty's self-governance body. The self-governance body (General Assembly/Conference of the Faculty Staff) considers the Rector's proposal, reviews the candidate's strategic development plan with key performance indicators, and votes on the appointment via secret ballot.

The Dean coordinates the activities of the faculty's departments and directly supervises the Heads of Departments. The Dean is responsible for developing and implementing the faculty's strategic plan and overseeing academic, research, methodological, international, and student affairs, as well as recruitment and quality assurance. The Dean ensures faculty compliance with higher education standards and quality management systems.

A department is the fundamental structural unit of the university that carries out educational, methodological, and research activities within a specific speciality (specialisation) or interdisciplinary group of specialities.

Strategic management is based on the LNTU Development Strategy 2021–2026, which defines the university's mission, vision, objectives, and key action areas. The Academic Council approves the Strategy, and its development involves academic staff, students, members of the Supervisory Board, and stakeholders. The university's values, goals, and key performance indicators are specified in the Strategy and its implementation documents. Performance is evaluated based on key performance indicators (KPIs). Each Vice Rector and structural unit has an individual action plan, monitored annually. The strategic management process includes: Development Strategy → Implementation Plan → Faculty and Department Action Plans → Unit Action Plans.

The Targeted Programme for Research and Innovation Development 2021–2026 defines the university's strategic directions in scientific research.

The Internationalization Strategy 2021–2025 outlines strategic initiatives aimed at integrating international dimensions into all areas of university activities.

The Human Resources Development Strategy 2021–2025 supports staff capacity-building to achieve the university's strategic goals, particularly in research and innovation, education and training, and social responsibility.

The Digital Transformation Strategy 2023–2028 provides a strategic framework for integrating digital technologies into core operations to enhance educational experiences. It includes digitalisation and the optimisation of administrative processes and communication channels.

The Internal Quality Assurance System Development Strategy 2024–2029 aims to prevent, identify, and address issues in education quality through continuous monitoring and improvement.

The University's strategic priorities align with the Regional Development Strategy of Volyn Region until 2027, the Strategic Plan of the Ministry of Education and Science of Ukraine until 2027, and the seven priorities of the Cabinet of Ministers of Ukraine, particularly the vision that "Education for a successful country should foster innovation and develop new thinking among future generations". The Development Strategy 2021–2026 also incorporates global trends (*see Section 3.3*).

In line with the University's Development Strategy, LNTU graduates are expected to possess practical technical skills, responsible leadership abilities, creativity, entrepreneurship, self-management, and teamwork skills. They are prepared to contribute to economic development and reconstruction and are equally competitive in the international labour market. LNTU conducts research that drives innovation and economic growth in Ukraine. The university applies inclusive, values-based governance, with management decisions supporting practice-oriented learning, high-quality research, and community engagement.

To achieve these strategic goals, LNTU has established a monitoring system for selected KPIs related to teaching and learning, focusing on evidence-based learning, reducing dropout rates, timely graduation, and graduate employability (Teaching and Learning KPIs) (*see also Section 3.1.2, 3.2*).

Special attention is given to increasing the number of courses taught in English, improving classroom equipment, and expanding faculty participation in international mobility programs.

Key indicators of research performance include the increase in the proportion of publications indexed in scientific citation databases and the competitiveness of research, with a focus on citation impact and the ability to secure national and international funding.

In 2024, LNTU projects did not receive funding from the national budget due to competitive selection, which necessitates exploring alternative solutions. While state funding provides significant support, it faces challenges such as budget constraints and intense competition for limited resources. Securing research funding is crucial for scientific progress and innovation, ensuring access to essential resources and infrastructure.

The primary digital transformation indicators at LNTU have been successfully achieved. Work has commenced on developing a prototype and testing the E-University MyLNTU, which is planned for completion by 2028.

Key performance indicators are also defined for faculty deans, department heads, and academic staff as part of their contract agreements. LNTU's internal and external communications in implementing marketing tools and shaping its image — nationally and internationally — are strategically planned and managed (*see Section 3.2.3*).

Beyond traditional performance indicators, LNTU prioritises green transformation and the implementation of best sustainability practices. The university has set the goal of achieving climate neutrality by 2035. The key performance indicators for green transformation were established following LNTU's participation in sustainability projects in 2023–2024. In 2013, a self-assessment of the university's contributions to the Sustainable Development Goals (SDGs) was conducted across research, education, and green campus sustainability. In 2024, a self-assessment of green transformation processes followed. The involvement of all stakeholders in evaluating SDG progress has increased awareness of green standards, allowing for a critical assessment of the strengths and weaknesses of the university's green transformation strategy for the next five years.

Table 4. Key Performance Indicators for Teaching and Learning (2021–2026)

KPI for Teaching and Learning	Achieved Level	Goals & Objectives
Increase in the percentage of teaching hours conducted in English compared to the previous year	8,81%	6%
Increase in the number of lecture rooms equipped with multimedia or other technological tools (compared to 2020), %	63%	55%
Increase in the number of full-time academic staff participating in international academic mobility programmes (minimum duration of one month per calendar year)	16,3%	5%
Increase in the number of students participating in international academic mobility programmes (minimum duration of one month per calendar year)	2,5%	2%
Total annual revenue from educational activities (million UAH)	408,7	300

Source: Compiled based on the KPIs of the First Vice Rector and the Rector's report.

Table 5. Key Performance Indicators for Research (2021–2026)

KPI for Research Performance	Achieved Level	Goals & Objectives
Increase in expenditures on upgrading research and laboratory equipment (million UAH, compared to 2020)	11,6	+2.0 million UAH
Increase in research and development (R&D) funding obtained through competitive selection from the national budget (million UAH, compared to 2020)	Not achieved	30%
Establishment of research centres and laboratories, including innovative research structures	3 units	3 units
Number of research articles published per faculty member per year	3,87	2,0
Cumulative h-index	55	50

Source: Compiled based on the KPIs of the Vice-Rector for Scientific, Pedagogical Work and Research and the Rector's report.

Table 6. Key Performance Indicators for Digital Transformation (2023–2028)

KPI for Digital Transformation	Achieved Level	Goals & Objectives
Development of the university-wide Automated Educational Management System	Achieved	2024
Student Web Portal & Teacher Web Portal	Achieved	2024
University's "Testing" system (own development)	Achieved	2023
Faculty Performance Ranking System (own development)	Achieved	2021
Electronic document management system, (% of completion)	27%	2026
E-University (MyLNTU), (% of completion)	10%	2028

Source: Compiled based on the report of the Vice-Rector for Scientific, Pedagogical Work and Digital Transformation.

It is essential to continue SDG reporting initiatives to enhance reputation, stakeholder satisfaction, visibility, educational accessibility, research impact, and international competitiveness.

LNTU's development strategy is committed to serving society by fostering stakeholder collaboration, ensuring equal access to education and research, catalysing technological and economic solutions, and enhancing global competitiveness in key academic and scientific fields.

Internal Quality Assurance System

LNTU's internal quality assurance system operates on multiple levels, involving various management and interaction mechanisms between structural units to maintain high educational standards (see Figure 1).

Collegial bodies such as the Quality Council, Academic, Educational and Methodological Councils, Faculty Academic Councils, and Faculty Quality Committees play a crucial role in strategic decision-making, updating study programmes, and ensuring compliance with higher education standards.

At the organisational level, the primary coordination of the internal quality assurance system at LNTU is carried out by the university administration, faculties, and institutional departments, including the Department of Educational Quality Assurance, Licensing, and Accreditation; Educational and Methodological Department, International Relations Office and Admissions Committee.

Collegial bodies such as the Quality Council, Academic, Educational and Methodological Councils, Faculty Academic Councils, and Faculty Quality Committees play a crucial role in strategic decision-making, updating study programmes, and ensuring compliance with higher education standards.

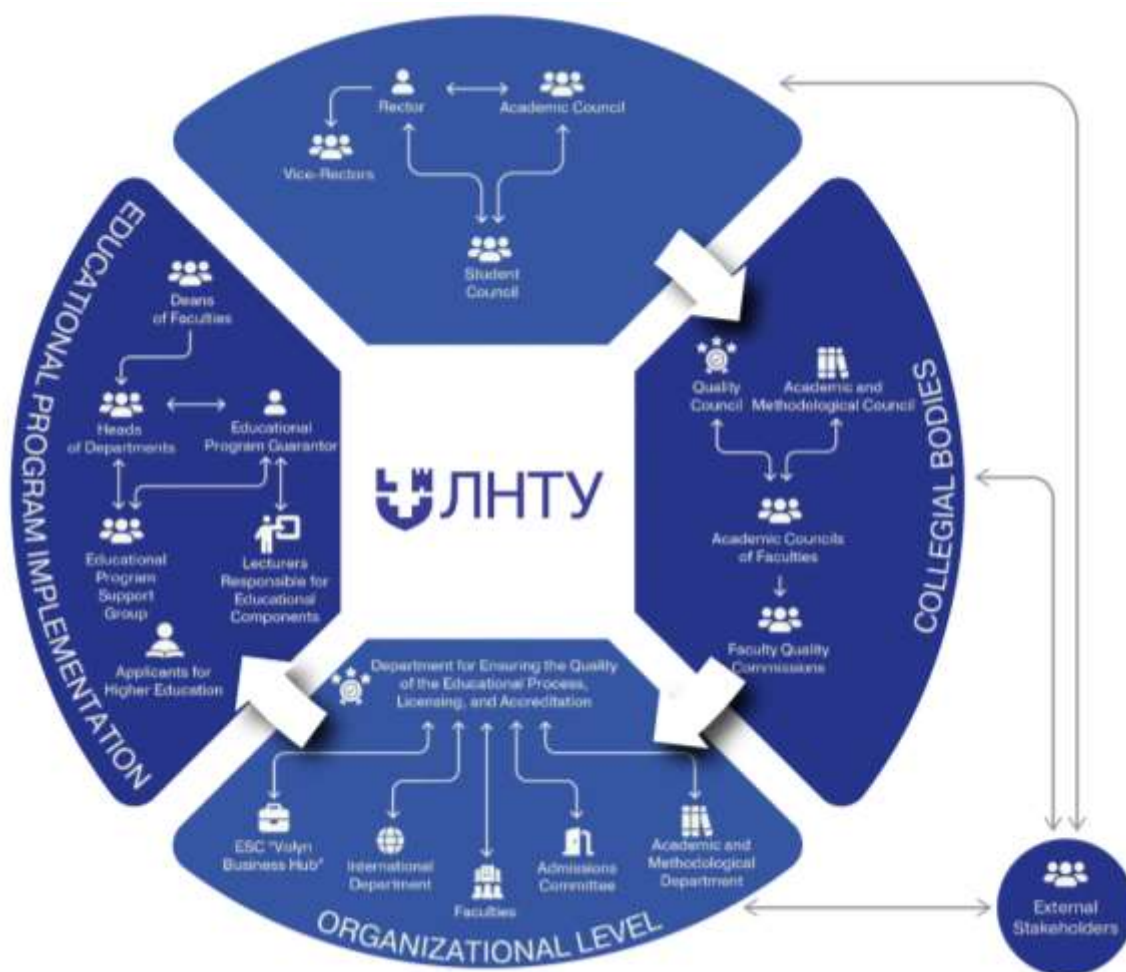


Figure 1. Internal Quality Assurance System at LNTU

At the organisational level, the primary coordination of the internal quality assurance system at LNTU is carried out by the university administration, faculties, and institutional departments, including the Department of Educational Quality Assurance, Licensing, and Accreditation; Educational and Methodological Department, International Relations Office and Admissions Committee.

Implementing study programmes occurs directly within the faculties, where deans, department heads, programme leaders, faculty members, and the study programme advisory board play a key role. They ensure the efficient organisation of the educational process, its quality, and methodological support.

External stakeholders also play a critical role in the quality assurance system. Key groups include prospective students, graduates, employers, public organisations, international partners and government institutions. Graduates who have acquired knowledge and competencies help evaluate the effectiveness and relevance of study programmes to labour market demands. Employers, being the strategic partners of the university, support the adaptation of the programme to economic needs, provide practical training opportunities, and facilitate employment pathways for students.

In 2021, LNTU established the Department of Educational Quality Assurance, Licensing, and Accreditation and approved the [Internal Quality Assurance Policy](#). Relevant regulations and frameworks have been developed (see *Table A.2.5, Appendix B*).

Thus, LNTU's internal quality assurance system functions as a multi-level structure, integrating academic governance, institutional mechanisms, and external collaboration. This system is designed to continuously improve the educational process and align it with contemporary challenges.

Monitoring and Quality Enhancement of Study Programmes

Students are at the centre of LNTU's approach to designing and implementing high-quality study programmes. The primary goal of the educational process is to provide professional training and skills needed

to compete in the labour market successfully. LNTU's study programmes are developed to train highly skilled professionals while considering current labour market demands. This dual focus enables the university to provide students with essential knowledge and create an environment for developing professional competencies. By fostering career readiness and employability, LNTU strengthens its reputation as an institution that prepares graduates to meet real-world challenges. It, in turn, enhances demand among prospective students and reinforces the university's prestige in higher education.

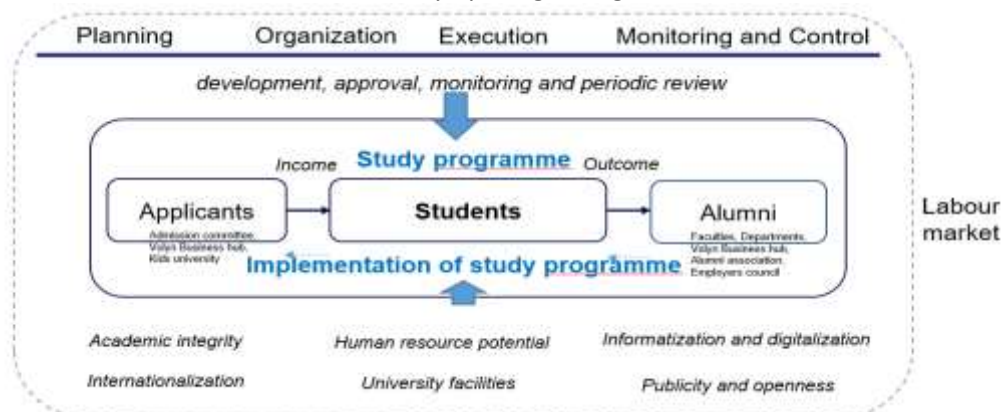


Figure 2. Monitoring and Quality Enhancement of Study Programmes at LNTU

LNTU regularly monitors its study programmes, considering employer recommendations and analysing the strengths and weaknesses of existing curricula. This process allows the university to identify risks in time and implement necessary improvements to enhance education quality. The procedures for developing, approving, monitoring, and periodically reviewing (improving) study programmes (SPs) are stipulated by Regulation No. 760 on the Study Programme at LNTU – Edition 05.

Stages of Study Programme Monitoring: 1) SWOT analysis of the existing study programme. 2) The development of changes to the SP based on motivated proposals from academic staff, stakeholders, previous accreditations, etc., is carried out by the programme leader, who prepares a draft of changes to the SP for presentation to the study programme advisory board. The results of the review of the draft are presented at the Department meeting, where, after discussion, they are forwarded to the Faculty Quality Committee. The draft of the SP is made available for public consultation on the university's website. 3) Public consultation of the draft SP and the development of a new SP. 4) Review of the SP by the Quality Committees, the Quality Council, and the Educational and Methodological Council, followed by approval at the Academic Council and publication on the university's website. 5) Implementation of the SP.

Particular attention is given to the analysis of the results of previous accreditations. The University carefully reviews the experts' reports and recommendations from NAQA and takes them into account when developing future improvement strategies. Examples of the Remarks of the Expert Panel (EP) and Sectoral Expert Council (SEC) based on the results of accreditation examinations are presented in *Table C.1 of Appendix C*.

At LNTU, self-assessment is essential for identifying weaknesses in the educational process, management, and student life. During regular administrative reviews, curricula, course performance, and student satisfaction levels are analysed. In 2023, it was recommended to improve course syllabi, update literature, exclude Russian literature, specify teaching and assessment methods, and transfer elective courses to the AEMS. Additionally, it was identified that students expressed an interest in participating in academic mobility programmes, which led to increased efforts in providing information and organising international internships.

In 2024, LNTU participated in the NAQA experiment on post-accreditation monitoring of study programmes. As a result, the Bachelor's programme in Finance, Banking, and Insurance successfully passed the external post-accreditation monitoring.

LNTU values feedback from various target groups and stakeholders, which is the basis for initiating actions to improve study programmes, teaching methods, support services, expand professional development opportunities, and enhance staff satisfaction levels. The main tools for gathering feedback are regular surveys and questionnaires, among which the key ones include:

1. Student surveys on the quality of teaching, courses, and the organisation of the educational process are conducted systematically once per semester. The goal is to gather information on the quality of the educational process and engage students in improving the study programmes. The results are analysed by the advisory councils of the study programmes and are summarised in an annual feedback report, which is part of the internal evaluation of the programmes. The survey results are presented in *Table C.2 and Table C.3 in Appendix C*.

3. Employer surveys play an essential role in improving study programmes. Employers provide feedback through faculty employer councils, which include representatives from businesses, professional associations, non-governmental organisations, and other stakeholders. The results of the surveys are presented in *Table C.4 in Appendix C*.

2. Graduate surveys on satisfaction with the educational process allow for the collection of feedback regarding the curriculum, teaching quality, organisation of learning, and the level of training received at LNTU. The results of the surveys are presented in *Table C.5. of Appendix C*.

4. Staff satisfaction surveys, conducted every two years, evaluate the personnel management effectiveness, the level of support, professional development, and the comfort of working conditions at LNTU. The results of the surveys are presented in Table 7.

Table 7. Assessment of the Management System by LNTU Employees

Faculty	Number of Academic Staff	Dean's office	Head of the Department	Rector	First Vice-Rector	Vice-Rector for Scientific, Pedagogical Work and Research	Vice-Rector for Scientific, Pedagogical Work and Digital Transformation	Uni Reputation	Social Atmosphere	Qualification of the Administrative Staff	Average Grade
FATES	19	4,79	4,84	4,95	4,86	4,79	4,90	4,79	4,84	4,79	4,84
FACD	48	4,81	4,77	4,94	4,94	4,96	4,94	4,88	4,71	4,90	4,87
FBL	46	4,80	4,86	5,00	4,96	4,96	5,00	4,96	4,82	4,96	4,92
FCIT	37	4,27	4,03	4,92	4,87	4,81	4,89	4,68	4,32	4,70	4,61
FCAMT	27	4,82	4,93	4,96	4,96	4,89	5,00	4,93	4,78	4,89	4,91
FTME	40	4,69	4,74	4,95	4,93	4,93	4,91	4,86	4,63	4,79	4,84
FDEST	28	4,82	4,97	5,00	4,90	4,93	4,89	4,86	4,79	4,82	4,89
Total	245	4,71	4,73	4,96	4,92	4,90	4,93	4,85	4,70	4,84	4,84

The university places significant emphasis on the development and enhancement of support services, such as IT support, human resources management, marketing, administration, and other services that ensure the effective operation of the institution. In the coming years, it is planned to implement quality standards for these services and define key performance indicators to improve their quality and alignment with expectations. Thus, LNTU actively engages with all stakeholders – students, alums, employers, and staff – to continuously improve the educational process and ensure its responsiveness to modern challenges and societal needs.

Coordination of Academic Ethics

LNTU adheres to fundamental principles of academic integrity and ethical conduct, which are based on the [European Charter for Researchers](#) and the All European Academies (ALLEA) Code of Conduct for Research Integrity (2018). "[Ethical Aspects of Open Access: A Windy Road](#)". The university upholds academic integrity principles, supporting students and academic staff in addressing ethical and intellectual challenges. LNTU follows its [Code of Ethics](#) and other regulatory documents on [its website](#)

Procedures have been established for addressing complaints and appeals, and an [Ethics and Academic Integrity Committee](#) has been created. The Quality Assurance Department organises seminars and training to raise awareness about academic integrity and research ethics. LNTU is also an institutional member of the [European Network for Academic Integrity](#) and participates in the development of educational materials for [ENAI](#)

Academic Integrity

The technical tools used to counteract violations of academic integrity at LNTU from 2019 to 2024 included the specialised programme Unicheck. The procedure for conducting instrumental

checks for academic plagiarism in the manuscripts of qualification works/projects of higher education students, theses, and manuscripts submitted for publication in periodicals at LNTU was introduced and subsequent amendments. Preliminary examination of thesis manuscripts presented to the specialised academic council for a one-time defence against academic plagiarism is carried out by responsible individuals for instrumental checks at the department to which the student is assigned.

In 2024, an agreement was signed with Plagiarism LLC (TOV PLAIHAT) for the use of the program StrikePlagiarism.com.

Figure 3 shows the results of checking Bachelor's qualification papers in 2020 and 2024. To avoid conflicts of interest, the university's management annually submits financial disclosure statements under the recommendations of the National Agency on Corruption Prevention (NACP).

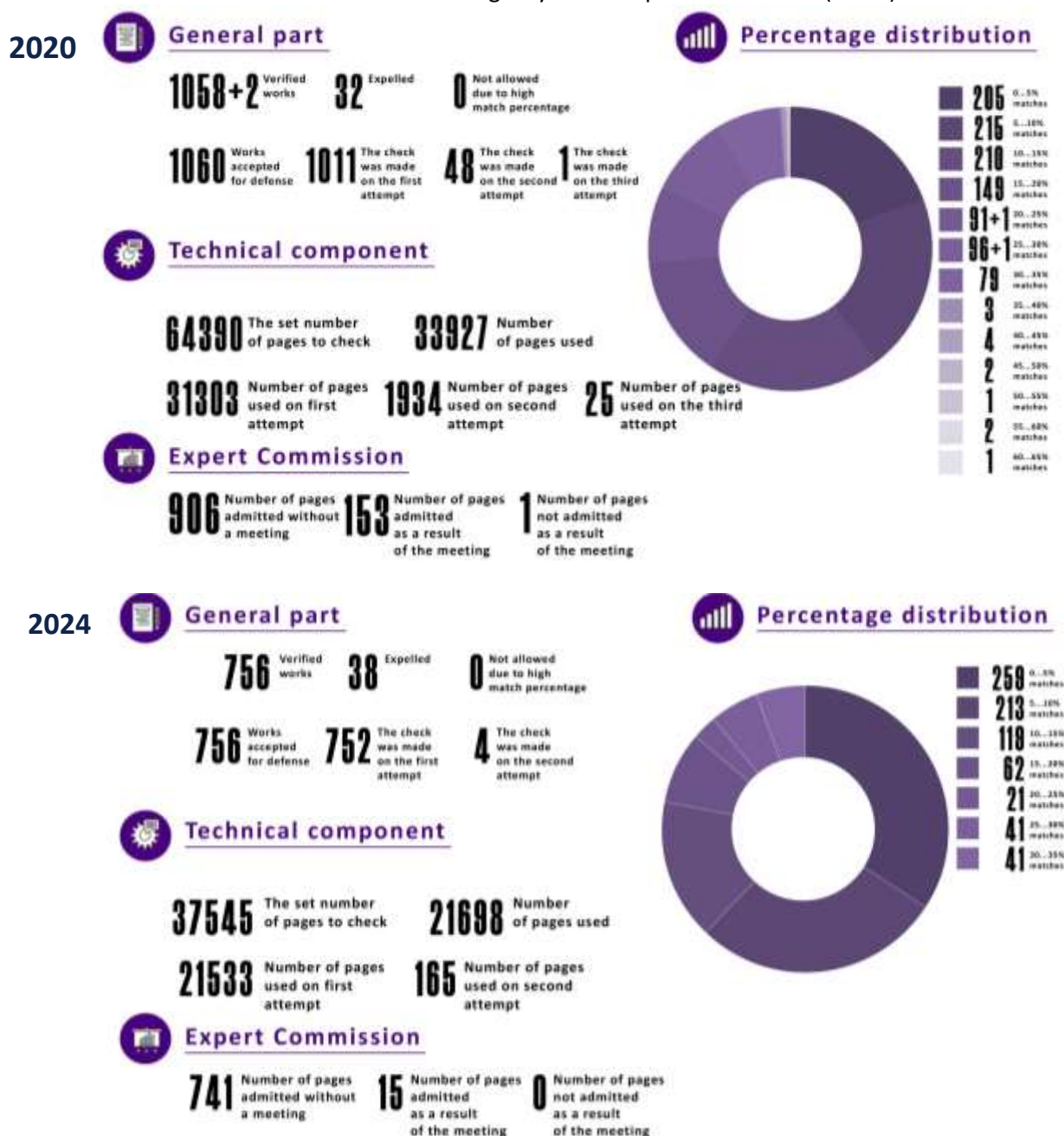


Figure 3. Results of Bachelor's Thesis Plagiarism Screening in 2020 and 2024

Conflict of interest cases are regulated by [the Authorized Person for Corruption Prevention and Detection](#). In 2021, LNTU developed and implemented a Comprehensive Action Plan for Anti-Corruption Awareness, targeting staff, students, PhD students, and postdoctoral researchers for the 2021-2022

academic year. The plan has since been updated and adopted annually (2022-2023, 2023-2024, 2024-2025). In 2023, the university introduced an institutional Anti-Corruption Programme, and by Decree No. 117/01-02 dated March 23, 2023, established the Anti-Corruption Committee. In 2024, an anonymous survey was conducted among students and academic staff to identify potential instances of illicit benefits or undue advantages. A total of 182 faculty members and 884 students participated. LNTU operates under Regulation No. 548 on [Conflict Resolution](#).

LNTU provides confidentiality boxes and an online reporting form for addressing issues related to the [Authorized Person for Corruption Prevention and Detection](#). The authorised person responsible for corruption prevention and detection organises internal informational and educational campaigns aimed at increasing the awareness of the university staff regarding the avoidance of discrimination, mainly based on gender, harassment, and sexual harassment. These efforts also ensure a safe, educational environment free from violence and bullying.

Strengths

- LNTU has established a clear position in the higher education market and is becoming an innovation hub for the economic growth of the Volyn region and Ukraine. The university actively develops an open and inclusive education and research environment, engaging stakeholders across the education-science-business-government sectors.
- LNTU implements both core and functional strategies through a distributed leadership approach. The university develops action plans aligned with its mission, vision, and core values, considering national priorities and societal expectations. The Rector plays a key role in preserving university autonomy and making strategic decisions in compliance with the legal and organisational framework.
- LNTU has established an integrated quality assurance system for core educational processes and support services, ensuring that quality assurance principles are embedded at all levels (institutional, faculty, and programme levels).
- The quality management strategy of LNTU includes the following key components: quality of study programmes, quality of research, PhD training, and professional development of academic staff.
- Continuous improvement of study programmes in LNTU is ensured through stakeholder consultations, feedback mechanisms, and external evaluations. KPIs for study programmes include the number of applicants per programme, graduate success rates, share of faculty members with academic degrees, graduate employability rates, and student and alums satisfaction with their education. LNTU actively integrates student, alumni, and employer feedback to continuously align programmes with labour market needs and emerging societal challenges.

Areas for further improvement

- University-industry collaboration is a key driver of regional and national innovation. Strengthening partnerships with industry can provide LNTU researchers access to cutting-edge resources and expertise while enhancing practical application opportunities for academic research. However, potential conflicts of interest arising from differences in academic and commercial priorities should be carefully managed.
- Strengthening institutional autonomy would enable LNTU leadership to make strategic and flexible decisions in response to emerging challenges. This would enhance academic freedom in curriculum design, teaching methodologies, research priorities, faculty recruitment, and resource allocation.
- The growing global competition for research funding necessitates the diversification of financial support sources. To sustain research and development initiatives, LNTU should explore alternative funding mechanisms, including international research grants, public-private partnerships, and innovation-driven funding models.

Overview of the planned development activities

- Effective governance in HEIs recognises the need for mechanisms that prevent, counter, and resolve potential conflicts of interest. Perceptions of competing interests, breaches of

judgment, or undue influence can harm the reputation of LNTU. Enhancing the process of managing potential conflicts at LNTU could strengthen public trust and confidence in developing educational and research collaborations with stakeholders.

- Engagement in research grants may become an essential component of funding various organisations provide to support research projects across different fields, including sciences, technology, social sciences, and humanities.
- Applying an interdisciplinary approach to artificial intelligence (AI) in education and research will help minimise the risks of violations of academic ethics in the context of digital transformation. Therefore, it is necessary to improve the policies on academic ethics and integrity at LNTU in the context of Industry 4.0 and 5.0. Special attention should be paid to recommendations on the use of AI in shaping academic ethics principles and appropriate practices for their adherence (accessibility and fairness; confidentiality and data security; bias and equity; transparency and understanding, etc.)

3.1.2. Personnel management

Requirements:

- The principles and procedures for employee recruitment and development arise from the objectives of the development plan of a higher education institution and ensure academic sustainability.
- When selecting, appointing and evaluating academic staff members, their past activities (teaching, RDC, student feedback, etc.) are considered balanced. They are in compliance with the Resolution of the Cabinet of Ministers of Ukraine dated 30.12.2015 №1187 On Approval of the Licensing Conditions of the Implementation of the Educational Activity.
- The principles of remuneration and motivation of employees are clearly defined, available to all employees, and implemented.
- Employee satisfaction with the management, working conditions, the flow of information, etc., is regularly surveyed, and the results are used in improvement activities.
- Employees participate in international mobility programmes, cooperation projects, networks, etc.

Analysis

[LNTU Development Strategy](#) until 2026 and [Human Resources Development Strategy](#) outline the primary goal: forming, preserving, and developing academic and support staff. As an employer, LNTU supports its staff to help them realise their full potential in research, teaching, administrative, and other activities. LNTU values the contributions of its staff, fosters their professional development, and provides the freedom for each employee to realise their potential in the workplace, applying the principles of equal opportunities and diversity. In return, academic staff are expected to have international work experience, regularly engage in self-improvement, and participate in research and teaching activities.

The academic career management system for academic staff at LNTU defines positions and the requirements for their occupation for a specified term, in accordance with the professional standard "Higher Education Institution Teacher" and Regulation No. 781 [On the Procedure for Conducting Competitions and Appointing Academic Staff at LNTU](#).

The elements of the academic career system at LNTU are illustrated in Figure 4.



Figure 4. Academic Career System Elements at LNTU

Each individual can be promoted based on certification results, receiving the academic title of Associate Professor, Senior Researcher, or Professor if they meet the required criteria. Decisions regarding the appointment of Associate Professors and Professors are made collectively and transparently during the Academic Council meetings at LNTU, following a recommendation voting process at the departmental and faculty meetings. The Certification Board then approves the decision of the central executive authority in education and science as established by the Cabinet of Ministers of Ukraine. After the full-scale Russian invasion and the COVID-19 pandemic, the number of academic staff decreased by 4.47% in 2022. However, during the 2023-2024 period, there has been a positive growth trend.

Appendix D (Tables D.1-D.4, Figures D.1-D.5) contains quantitative and qualitative characteristics of LNTU's staff potential for the period 2020-2024, with data disaggregated by seven faculties.

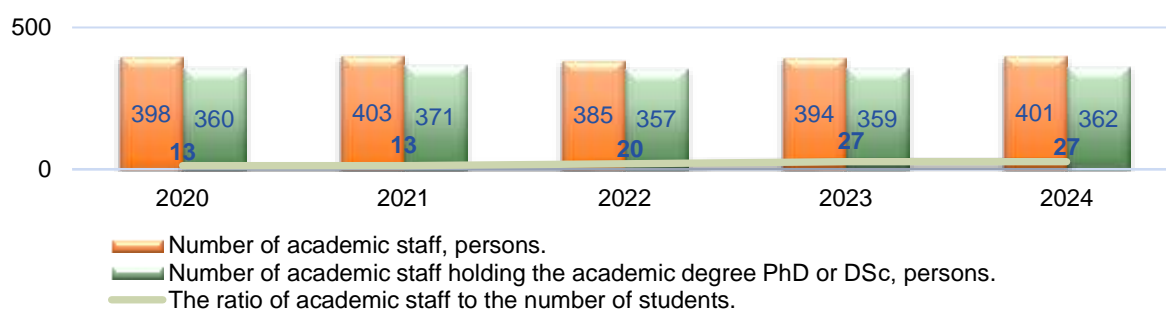


Figure 5. Staff Structure Analysis (2020–2024)

Source: LNTU HR Department

According to Article 56 of the Law of Ukraine on HE, the working hours of academic staff are 36 hours per week. The academic load for faculty members cannot exceed 600 hours per year (Assistant – 600 hours, Associate Professor – 580 hours, Professor/Doctor of Science – 560 hours). Ukrainian universities comply with current Ukrainian laws and EU recommendations regarding academic load norms and the student-teacher ratio. These standards align with the [OECD methodology](#) for 2020-2024. These regulations were considered when assessing the need for academic staff and ensured the sustainability of LNTU's resource management.

Each academic staff member may be employed under a fixed-term contract (from 1 to 5 years), with individual goals and career development indicators that are aligned with the university's development goals as defined in the development strategy. LNTU prioritises employing successful postgraduate students, Associate Professors, and Professors who meet the qualifications required for these positions. It guarantees competitive salaries and promotes motivation for scientific, research and teaching activities.

An analysis of the academic staff composition shows that more than 90% of academic staff hold scientific degrees (PhD, Doctor of Sciences), as shown in *Figure 6*.

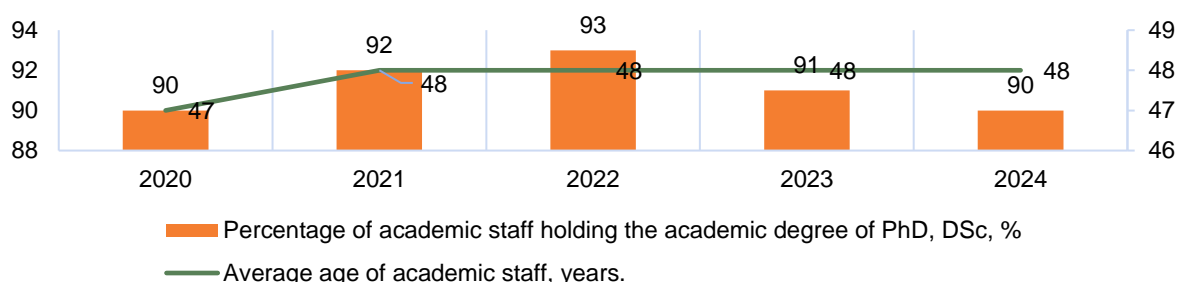


Figure 6. The Academic Staff Average Age (2020–2024)

Source: LNTU HR Department

The average age of academic staff in 2020-2024 has remained stable at 48 years, which aligns with the OECD methodology. One of the key trends in academic career management at LNTU is the alignment of academic loads and the increase in the student-teacher ratio, which has allowed for the optimisation of academic staff.

The effectiveness of competition for vacant positions is evaluated based on the number of candidates applying for a given position. Table D.3 of Appendix D offers detailed statistics on staff competition results.

According to Regulation No. 781, "[On the Procedure for Conducting Competitions and Appointing Academic Staff at LNTU](#)", all fixed-term, vacant, and regular positions are filled through a public (open) competitive selection process. To organise the competition for academic positions, a selection committee is established by the rector's order. Announcements regarding vacant positions are published on the official LNTU website. Applicants for an academic position must submit a specified set of documents confirming their qualifications, work experience, academic publications, and other relevant credentials. When reviewing the submitted documents, special attention is given to the following criteria: possession of a scientific degree and/or academic title relevant to the department's profile; appropriate qualification; certificates or documents proving professional development, pedagogical skills, and research qualifications, as well as compliance with licensing requirements. The selection process includes a self-presentation delivered by the applicant at a departmental and faculty staff council meeting, which then conducts a secret ballot to decide on the recommendation for appointment. The Academic Council of LNTU decides to appoint department heads, professors, and associate professors through secret voting. Meanwhile, the faculty's academic council decides to appoint assistants and senior lecturers. Based on these decisions, a contract is concluded with the selected academic staff member, which the rector of LNTU then signs.

The decline in the number of competitions in 2022 was directly related to martial law in Ukraine. However, since 2022, a growing trend indicates that departments are actively seeking the most competent candidates for vacant positions. Additionally, this trend reflects the improved image of LNTU as an employer, making it a more attractive workplace for academic staff. LNTU has employed internally displaced academic staff, while some faculty members were forced to emigrate to other developed countries. Human mobility will remain one of the key factors shaping Ukraine's economic development in the coming years. According to the Ministry of Economy of Ukraine, the labour market is experiencing a 30% workforce shortage, posing long-term risks to maintaining the balance between labour supply and demand. Regarding the competition ratio, there is a persistent trend when job offers exceed the demand for academic positions. However, the highest competition levels were recorded in 2021 and 2023, with the most applicants competing for assistant, lecturer, and senior lecturer positions (1.2 candidates per position in 2021). This trend can be attributed to several factors, including challenges in meeting licensing requirements for conducting educational activities, geographical and structural shifts in the labour market, and limited workforce adaptability.

The dynamics of the average salary of LNTU academic staff and personnel engaged in professional, scientific, and technical activities in Ukraine from 2020 to 2024 are presented in *Figure 7 and Table 8*.

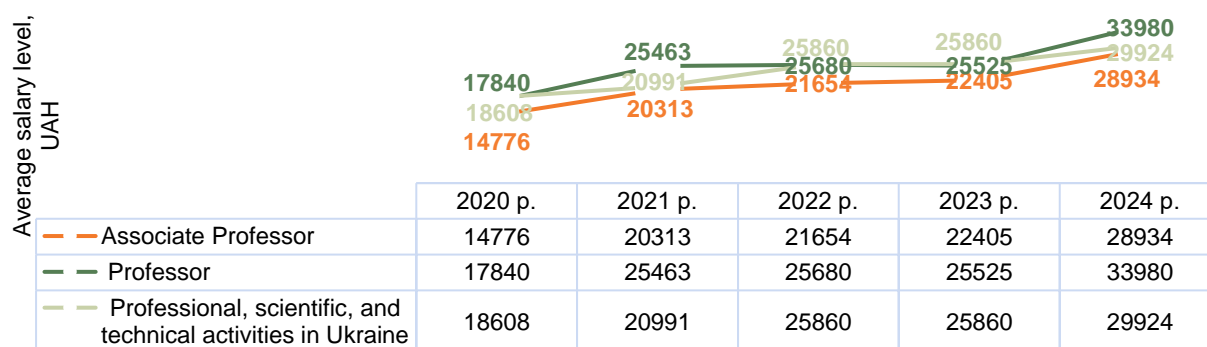


Figure 7. Average Salary of LNTU Academic Staff and Personnel Engaged in Professional, Scientific, and Technical Activities in Ukraine in 2020–2024, UAH

Source: <https://index.minfin.com.ua/ua/labour/salary/average/branch/>; Chief Accountant's Data

The evaluation of academic staff at LNTU serves as the foundation for assessing pedagogical competence and is conducted to foster continuous professional development and growth. This process is essential for maintaining quality standards in educational activities and ensuring the effectiveness of the internal quality assurance system.

Table 8. Dynamics of the Average Monthly Salary of Academic Staff

Year	FACD	FTME	FATES	FCIT	FCAMT	FBL	FDEST
2021	15 328,29	18 007,87	5 126,04	16 775,69	14 554,54	26 565,91	17 475,03
2022	19 223,19	16 850,22	6 714,34	17 694,61	14 351,63	25 801,06	19 798,14
2023	21 922,20	18 749,77	9 963,69	20 864,22	13 825,87	28 156,26	23 363,90
2024	31 461,33	25 529,81	13 683,19	28 543,22	21 503,84	35 057,07	32 281,22

Source: Chief Accountant's Data

LNTU implements both structural and individual approaches to the development of pedagogical competence across three levels of management:

- Institutional Level: The human resource development framework establishes structures and management processes within LNTU. These structures and processes foster collaboration, innovation, transparency and accessibility of professional development opportunities. Simultaneously, they guide and structure interactions that transcend hierarchical and departmental boundaries, enabling cooperation between academic and non-academic support staff. LNTU positions itself as an employer that embraces and integrates diverse academic and professional cultures.

- Administrative Level (Heads of Structural Units): LNTU's human resource development system supports academic staff in achieving their professional goals, career advancement, and effective work performance. It includes structured recruitment, team building, adaptive leadership, conflict management, and fostering an inclusive and productive working environment.

- Individual Level: LNTU's human resource development system provides comprehensive support to all employees in fulfilling their professional responsibilities and offers diverse continuous education opportunities. Employees can access tailored professional development programmes, internships, and training to help them navigate new professional challenges. Each employee engages in annual performance reviews with their direct supervisor to assess achievements, set future development goals, and determine professional growth needs. These evaluations are based on self-assessment of general and professional competencies, as outlined in Regulation No. 700, "Methodology for Self-Assessment of General and Professional Competencies of LNTU Teaching Staff in Relation to Teaching Activities and/or Job Responsibilities".

This structured, multi-level approach reflects European higher education practices, ensuring that LNTU's academic staff remain highly qualified, adaptable, and engaged in lifelong learning.

LNTU has established a comprehensive human resource development system that ensures fair working conditions, equitable task distribution, and employee support in both professional and personal contexts.

All academic staff members undergo regular evaluations of their teaching effectiveness through the following procedures: annual professional activity review to verify compliance with licensing requirements for educational activities; competitive selection process for filling vacant academic positions, conducted at least once every five years; annual performance ranking, which assesses faculty effectiveness in the following areas: Research and innovation; Teaching and administrative activities; International and project-based engagement; Professional development; Career guidance and other academic responsibilities; individual work planning for the academic year, where completing the individual work plan is an essential component of the attestation documentation.

In 2024, LNTU conducted an anonymous faculty survey through its internal polling portal to evaluate the effectiveness of university management (*see Figure 8*). A total of 245 respondents participated, accounting for 61.1% of the entire academic faculty. The average satisfaction rating for LNTU's management performance was 4.837 out of 5.

In Ukraine, academic staff is required to enhance their qualifications continuously. Luts'k National Technical University actively supports the professional development of its academic staff, ensuring the continuous improvement of their teaching competencies. The enhancement of teaching competence at LNTU is facilitated through the following institutional units: [Human Resources Department](#); [Educational and Scientific Centre "Volyn Business Hub](#); [International Relations Office](#); [Project Management Office](#); [Department for Quality Assurance of the Educational Process, Licensing and Accreditation](#)

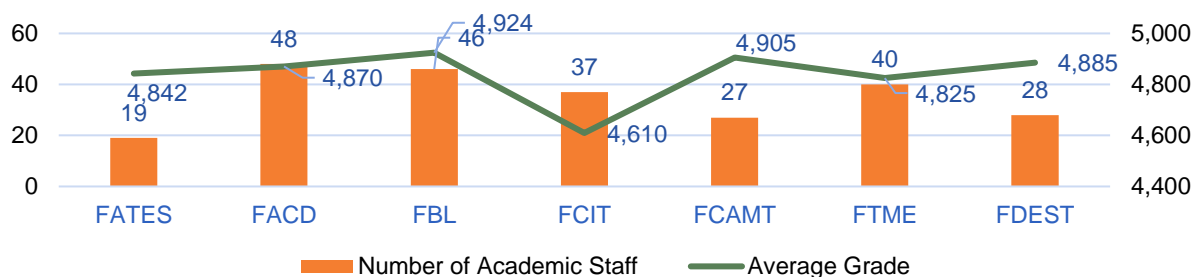


Figure 8. Results of the Faculty Satisfaction Survey on LNTU Management Performance by Academic Staff in 2024

LNTU promotes academic staff professional development by facilitating participation in qualification enhancement programmes and internships. This process is regulated by Regulation No. 549, "On the Professional Development and Internships of Teaching and Academic Staff".

LNTU's human resource development strategy integrates individual and institutional approaches to support the growth of academic staff, university units, and the academic community as a whole. Academic staff can enhance their qualifications in Ukraine and abroad through various formats and methodologies, which can be combined for greater flexibility.

Table D.5 in Appendix D illustrates that the academic staff of LNTU are actively engaged in various forms and types of professional development and internships, demonstrating a strong commitment to continuous learning and career advancement.

The total number of professional development courses in 2024 increased to 57 compared to 2020, while the number of participants grew by 11 times, reaching 2,260 individuals (percentage distribution of participants: 47% from LNTU and 53% from other institutions and organizations). The growing demand for educational services at Volyn Business Hub reflects the diversity of available learning formats and methods, as well as an interest in professional self-improvement and the quality of course instructions:

- over 60% of courses in 2022 and 2023 and 40% in 2024 were delivered online;
- on average, 38% of LNTU academic staff completed internship programmes at other higher education institutions in Ukraine, while 62% underwent training at enterprises, institutions, and organizations;
- the number of faculty from other universities interested in internships at LNTU grew from 65 to 95 people in 2024, which is a 1.5-time increase compared to 2020;
- more than 40% of LNTU academic staff's prior learnt credits (including formal and informal education) were earned at international universities;
- course evaluation tools are used to monitor quality and further improve the programmes.

Under the Erasmus+ KA2 CBHE project "University Teachers' Certification Centers: Innovative Approaches to Teaching Excellence / UTTERLY", the Teaching Excellence Centre has been operating at LNTU since 2023 as part of the Volyn Business Hub.

The Teaching Excellence Center focuses on enhancing pedagogical proficiency as a key component of academic career development and offers a wide range of professional development programmes.

LNTU researchers are highly active in internationalizing their educational and scientific activities. They engage in qualification enhancement programmes, research and language internships, summer schools, and international academic and research grant projects. Additionally, they successfully secure individual grants and contribute to the implementation of various international projects

LNTU researchers have received scholarships from the British Council STEM programme for women, CEEPUS, the "Solidarity with Ukraine" programme, NAWA, "Research Fellow", Plan-US de ayuda a Ucrania, ERASMUS+, etc. (American University of Sicily (Italy); The University Court of the University of Abertay Dundee (G. Britain); Pamukkale University, Erzurum Technical University, Akdeniz University, Eskisehir Technical University (Turkey); Vytautas Magnus University (Lithuania); "Gheorghe Asachi" Technical University of Iasi, "Dunarea de Jos" the University of Galati, (Romania); The John Paul II Catholic University of

Lublin, University of Zielona Gora, Bialystok University of Technology, Maria Curie-Skłodowska University, Jan Długosz University in Częstochowa, Gdańsk University of Technology (Poland); Polytechnic Institute of Bragança (Portugal); Centrale Lille (France); Technische Universität Bergakademie Freiberg, OWL University of Applied Sciences and Arts (Germany), etc). An Associate Professor from the Department of Applied Mechanics and Mechatronics completed an internship under the BridgeUSA: Exchange Programme for Ukrainian Educators, organized by the American Councils for International Education: ACTR/ACCELS, at the University of Miami.

529 academic staff members participated in academic mobility programmes during the reporting period. *Table 9* presents statistical data on the number of faculty members participating in international academic mobility programmes across faculties from 2020 to 2024. *Table D.6 in Appendix D* provides detailed information categorized by year, faculty, type of mobility, and funding sources. LNTU staff and students utilize international platforms such as Future Learn and English4Ukraine to enhance English language proficiency. Additionally, LNTU received free licenses for the Grammarly platform as part of the pilot project "Grammarly for Education for Ukrainian HEIs".

Table 9. University Staff International Mobility (2020–2024)

Faculties	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025 (autumn semester)	Total
FBL	21	37	58	61	27	204
FCIT	7	15	7	2	5	36
FA	4	2	2	4		12
FDEST	16	22	24	19	13	94
FCAMT	10	13	24	29	7	83
FTME	11	6	2	10	3	32
FACD	13	4	7	40	4	68
Total	82	99	124	165	59	529

Source: International Relations Office

The academic staff actively participates in project activities. The dynamics of projects implemented between 2020 and 2024 are presented in *Table D.7 in Appendix D*. The implemented projects include 3 EaPTC projects under the Cross Border Cooperation Programme Belarus-Ukraine (2018–2021); 5 Erasmus+ KA2 CBHE projects; 1 Erasmus+ KA220-YOU project; 1 Horizon 2020 project (EURIZON); 1 Erasmus+ Jean Monnet project; 1 Erasmus+ KA2 VET project; 1 project under the European EIT programme; 1 project under the Swedish Institute SI Baltic Sea Neighbourhood Programme; 1 project supported by USAID; 5 projects supported by NAWA; 1 project supported by UNICEF.

Strengths

- HRM is one of the key objectives of LNTU's Development Strategy, contributing to academic resilience, and the existing salary and motivation system is clear and transparent for all employees.
- The performance of academic staff and their job satisfaction are systematically evaluated. Academic positions are filled based on professional achievements, compliance with licensing requirements, and faculty and university ranking, following a transparent competitive selection process.
- The academic environment encourages staff participation in international and national mobility programmes, collaborative projects, and professional networks.

Areas for further improvement

- Development of the teaching excellence system, including expanding courses, training programmes, seminars, and other initiatives aimed at promoting inclusive education, gender equality, fairness, and sustainable development.
- Regular evaluation of employee satisfaction with management and working conditions, with discussions at meetings and utilization of results for further improvement.
- LNTU can effectively implement national and international mobility initiatives that foster growth and innovation by understanding mobility programmes' types, benefits, and common

challenges. It will contribute to the enhancement of teaching excellence, expansion of educational and innovative services, and the creation of a diverse and dynamic work environment

Overview of the planned development activities

- To increase faculty engagement in taking advanced training professional development courses through incorporating LNTU's faculty ranking indicators.
- To provide career advancement opportunities for academic staff by facilitating promotion to positions with greater leadership, management, or specialization responsibilities.
- Leveraging international mobility can unlock new opportunities and create a competitive edge in the global market. Implementing LNTU's educational and innovation development goals can be achieved through international mobility as a strategic tool for reaching its long-term objectives.

3.1.3. Management of financial resources and infrastructure

Requirements:

- The allocation of financial resources of a higher education institution and the administration and development of infrastructure are economically feasible and are based on the objectives of the development plan of an institution of higher education and national priorities (except private institutions).
- A higher education institution uses information systems that support its management and the coherent performance of core processes.
- The working conditions of the staff and the learning and RDC conditions of students (library, studios, workshops, laboratories, etc.) meet the needs arising from the specifics of an institution of higher education and members' expectations.
- The educational environment is safe for the life and health of all participants in the educational process.

Analysis

The main directions of LNTU's financial policy comply with the Budget Code of Ukraine, the normative and strategic documents of the CMU and the orders of the MESU.

During the reporting period, LNTU's financial and economic activities were funded through state budget allocations and own revenues, including educational services (tuition fees from individuals and legal entities, professional development courses, and skill enhancement programmes); accommodation fees (dormitories, sports and recreational camps, sports complex activities) and other operational income; rental payments; revenue from the sale of scrap metal, waste paper, and other materials.

The university's performance indicators have improved during the 2020–2024 period.

Tables E1–E2 in Appendix E present the dynamics of revenues and expenditures from the general and special funds over the last 5 years.

Figure 9 illustrates the trends in revenue flows from the state and special funds over the last 5 years.

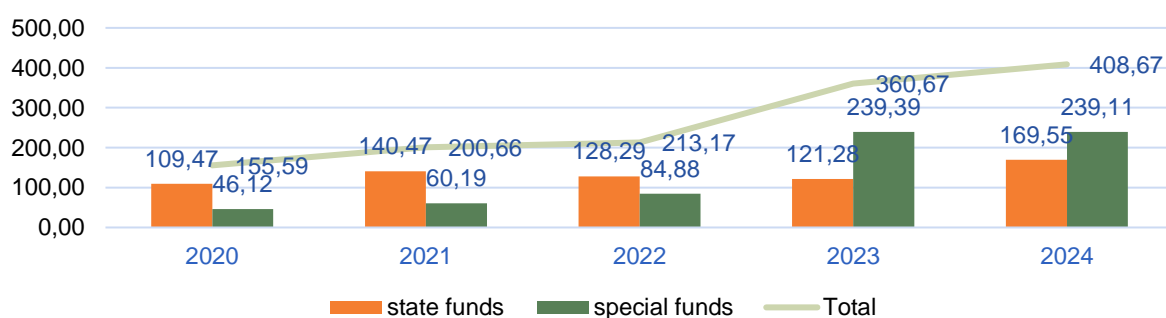


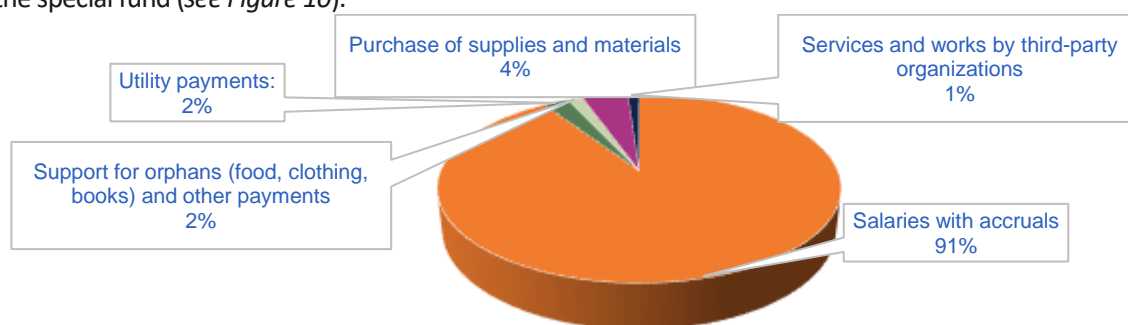
Figure 9. Dynamics of University Revenues from the General and Special Funds in 2020–2024, mIn UAH

Source: Chief Accountant's Data

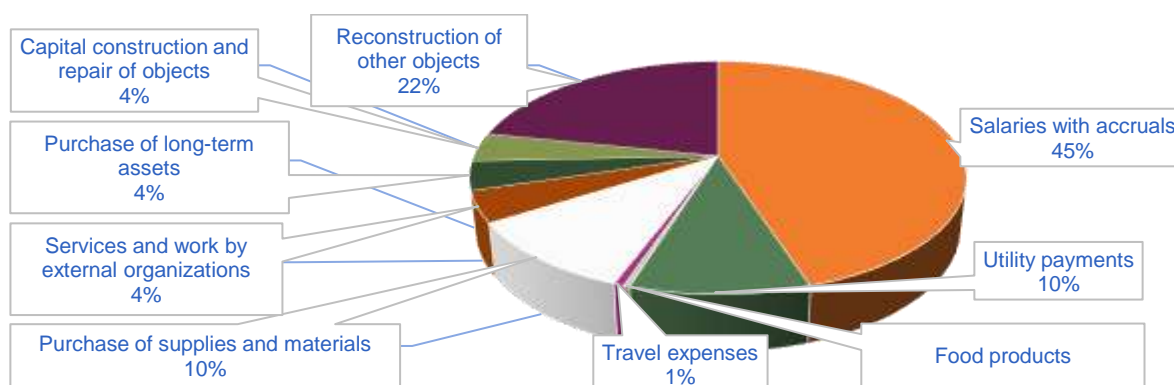
The increase in revenues under Budget Programme Classification Code (BPCC) 2201160: Training of Specialists by Higher Education Institutions and Support for Their Practical Training Facilities received from the general fund in 2024 compared to 2020 amounted to 54.88%, while the growth in special fund revenues (own income) was 4.18 times. It is primarily due to the increase in student enrollment from 5,353 in 2020 to 11,111 in 2024, as tuition fees for educational services constitute the main revenue source of the university's income.

The university's special fund is also supplemented by subventions received annually. These funds have been used for thermal modernization, infrastructure improvements, and purchasing vehicles and elevators.

The university's expenditures on utility services are managed according to the budget allocations approved in the university's financial plan. Comfortable learning and working conditions have been ensured in the academic buildings and dormitories throughout the academic year. In the structure of university expenditures, the largest share is allocated to staff salaries, accounting for 91% of the general fund and 45% of the special fund (see Figure 10).



Structure of General Fund Expenditures



Structure of Special Fund Expenditures

Figure 10. Expenditure Structure by Funds in 2024

Source: Chief Accountant's Data

By the Budget Code of Ukraine, the Law of Ukraine "On the Basic Principles of State Financial Control in Ukraine" No. 2939-XII dated 26.01.1993, and the Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Regulation on the State Audit Service of Ukraine" No. 43 dated 03.02.2016, the financial and economic activities of the University are monitored by the Western Office of the State Audit Service of Ukraine in the Volyn region. Financial control is conducted over:

- the targeted and efficient use and preservation of state financial resources, non-current and other assets;
- achievement of budgetary savings and performance efficiency in the University's activities;
- the accuracy of determining the budgetary needs when preparing planned budget indicators, as well as compliance of the University's budgetary commitments with the respective budget allocations and the budget programme passport (if the programme-target method is applied in the budgeting process);

- compliance with legislation at all stages of budgetary funds utilization;
- adherence to public procurement regulations
- accounting practices, financial and budgetary reporting, budget planning, and other documents used in budget execution;
- the condition and accuracy of accounting and financial reporting;
- the fulfilment of functions related to the management of state-owned assets;
- the elimination of identified deficiencies and violations.

LNTU has established an internal control system, including creating committees for inventory management, asset transfer, and disposal of material assets. In compliance with current legislation, continuous efforts have been made to strengthen financial and economic discipline by adhering to the principles of targeted and efficient fund utilization, transparency, and public accountability in decision-making. To ensure efficient spending and transparency in procurement, the university is registered on ProZorro electronic procurement platforms. All procurements conducted by the university are published in the ProZorro public procurement system, and reports on concluded contracts are disclosed in accordance with the requirements of the Law of Ukraine "On Public Procurement". Additionally, the university is optimizing its structural divisions and continues its efforts toward organizational and structural renewal, ensuring staffing levels comply with legal requirements.

DEVELOPMENT OF THE EDUCATION AND RESEARCH INFRASTRUCTURE

The research and educational infrastructure consists of key scientific equipment and instruments, archives, lecture halls, and a library serving as a scientific and educational information repository. The educational infrastructure includes information and communication technology (ICT) resources, such as computers, software, network connectivity, and other specialized facilities.

LNTU's research infrastructure includes six scientific laboratories: Construction Laboratory; Environmental Laboratory; IR Spectroscopy Laboratory; Solid-State Physics Laboratory; Structural Analysis Laboratory; Laboratory of Agricultural Materials and Environmental Mechanics.

Master's and PhD students conduct their research projects in these laboratories.

To develop LNTU's educational and research infrastructure, investments were made in educational and research equipment and other educational resources during 2020–2024 (see Table E3 in Appendix E, Figure 11).

During 2020–2023, there was a steady annual increase in investments in educational and research infrastructure: 2021 – +14.4% compared to 2020; 2022 – +13.8% compared to 2021; 2023 – +305.6% compared to 2022. In 2023, investments increased five times compared to 2020. However, in 2024, investment expenditures decreased to 16,055.14 million UAH (-40.7% compared to 2023) due to the completion of large-scale investment projects, cost optimization, and changes in funding sources.

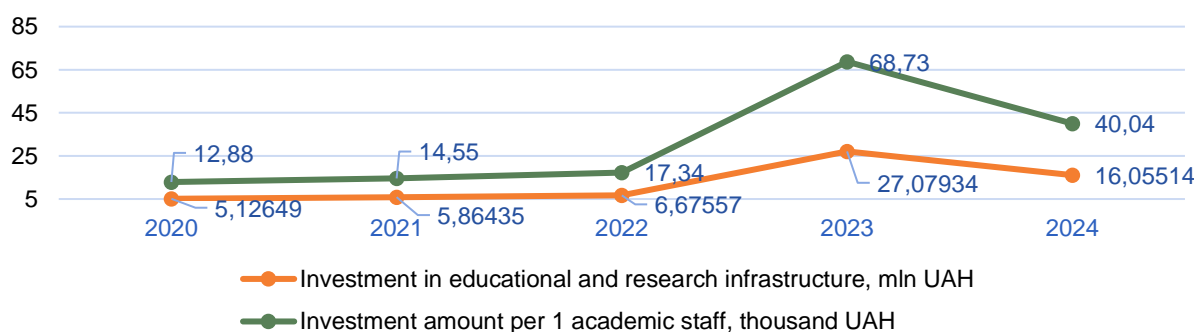


Figure 11. Investment in educational and research infrastructure (2020–2024)

Source: Chief Accountant's Data

In 2023, the modernization of academic buildings was completed, and modern research equipment was purchased for innovative laboratories: the growth rate compared to the base year 2020 was 5.2 times. Investments in educational and research infrastructure enabled the renewal of laboratory equipment and provided scientists and young researchers with essential resources for conducting experimental research.

Additionally, LNTU is implementing the infrastructure project: "Creation of SMART Volyn Hub as an Innovation Infrastructure Facility in the Volyn Region", involving the reconstruction of one of the university's academic buildings: project cost – 82.62 million UAH; implementation period – 2021–2025; project "Restoration of the Officers' House with Adaptation into an Interactive Space for Education and Science "Science Museum": project cost – 128.33 million UAH; implementation period – 2024–2027

REAL ESTATE

Despite the significant reduction in funding for higher education institutions and the suspension of all infrastructure projects by the Government of Ukraine since the outbreak of war in 2022, the management of LNTU continues its efforts to attract investments from various international programmes, partnerships with local authorities, and socially responsible businesses. The university aims to achieve maximum long-term sustainability and climate neutrality in real estate development by using renewable energy sources and locally sourced "green" materials during property reconstruction projects. LNTU is developing a Sustainable Development Strategy, which will outline specific real estate development goals and the concept for construction and renovation. Based on this long-term strategy, action plans will be prepared, specifying concrete outcomes, timelines, and achievement indicators. The University is aware of the difficulty of forecasting financial resources in the face of uncertainty and the difficult economic situation during wartime.

Between 2020 and 2024, LNTU's academic buildings and facilities underwent the largest reconstruction and modernization in the university's history. A systematic financial analysis ensures the mobilization of investment resources for enhancing infrastructure, acquiring educational equipment, and constructing and launching new laboratories.

Investments in university real estate are directed towards improving the comfort and functionality of the educational process. Table E lists projects implemented at LNTU between 2020 and 2024. The total funds allocated for reconstruction, thermal modernization, and capital repairs of academic buildings and dormitories from 2020 to 2024 amount to 165.6 million UAH. The university also conducts ongoing maintenance, purchases necessary equipment and furniture, and receives sponsorship and charitable contributions (see Table 10).

LNTU covers an area of 60.99 thousand m², housing six academic buildings, three dormitories, and a sports complex. The university has 163 lecture halls, 53% equipped with multimedia technology. The university's sports complex includes a gym, two fitness centres, an aerobics hall, a 25-meter swimming pool, and a stadium, providing excellent opportunities for students' physical development. To fully support the approved study programmes and curricula, LNTU ensures that the learning process is fully equipped with lecture halls and laboratories, including computer workstations; modern equipment and facilities; sports halls and a stadium; a medical centre; a library with a reading hall; a food service point. LNTU operates two sports and recreation bases at Lake Svitiyaz and Lake Pischne.

Table 10. Total Real Estate Expenses by All Funding Sources Including Sponsorship and Charity, mln UAH

Indicator	Years				
	2020	2021	2022	2023	2024
Total amount of real estate expenses by all funding sources, including sponsorship and charity, UAH million	4 307,903	4 519,43	3643,11	14439,01	15265,23

Source: Chief Accountant's Data

LNTU includes the following separate structural divisions: Technical Applied College of LNTU, Liubeshiv Technical Vocational College of LNTU, and Kovel Industrial and Economic Applied College of LNTU.

The university continually modernizes its infrastructure, upgrading academic buildings, laboratories, and dormitories while implementing energy-saving initiatives such as thermal and electrical modernization. LNTU has established four basic shelters and one protective facility to ensure safety on campus. The university regularly oversees its civil protection shelters and has purchased essential equipment, first-aid kits, and backup power sources.

In 2020–2024, the university has completed the following major infrastructure projects: thermal modernization of the main academic building; construction of an outdoor lecture space; development of a certified sports stadium; capital renovation of the sports complex with a swimming pool; reconstruction of an academic and laboratory building into the creative centre "Art Tech"; creation of the Youth HUB, in partnership with the NGO "Youth Platform", supported by UNICEF; establishment of the LNTU Veteran Development Centre – "LNTU VETERAN HUB"; reconstruction of Academic Buildings, transforming it into a Digital Innovation Space (DISpace), SMART Volyn Hub; conversion of an academic building into a dormitory for internally displaced persons (IDPs); reconstruction of the university's boiler house; launch of the "Science Museum" project, creating an interactive space for education and science.

The priority in renovation projects is ensuring barrier-free accessibility for students (the entrance doors were replaced with accessible entry systems designed for individuals with disabilities; specialized ramps have been installed at the entrances; in Dormitory No. 1, two elevators were replaced). Additionally, bicycle lanes have been installed on the university premises. Classroom furniture was purchased and upgraded.

In 2024, the university also developed design and cost estimate documentation for future thermal modernization and roof replacement in Dormitory No. 1 and Academic Building B.

The equipment was also purchased within the framework of [international project implementation](#) (see Table D.7 in Appendix D). For example,

1. As part of the project implementation, "Cybersecurity for Critical Infrastructure in Ukraine" received equipment worth 44 748.62 USD for the Department of Computer Engineering and Cyber Security and for the Department of Computer Science.

3. As part of the project implementation, "Boosting the role of HEIs in the industrial transformation towards the Industry 4.0 paradigm in Georgia and Ukraine" ([HEIn4](#)) purchased equipment worth 21 380.00 EUR for the Department of Materials Science to equip the Smart Factory Lab.

4. As part of the project implementation, "Open Practices, Transparency and Integrity for Modern Academia" ([OPTIMA](#)) received equipment worth 234 000.00 UAH for the Department of Digital Educational Technologies and for the FDEST.

5. As part of the project implementation "Structural support of Ukrainian Universities in Upkeep and rebuilding of higher education activities in the field of Resources and Technology" ([SUUUpoRT](#)), received equipment worth 7 000.00 EUR for the Department of Digital Educational Technologies to equip the STEM-lab educational and scientific laboratory.

6. As part of the project implementation, "University Teachers' Certification Centers: Innovative Approach to Promotion Teaching Excellence" ([UTTERLY](#)) received equipment worth 26 500.00 EUR to equip the Educational and scientific laboratory "Center for Teaching Excellence".

7. As part of the project implementation "Accelerating Innovation and Entrepreneurial Excellence in Higher Education Institutes" ([Accent](#)), purchased equipment worth 12 324.00 EUR for the Department of Electrical Engineering and for the Department of Food Technology and Chemistry.

8. As part of the project implementation, "Digital transformation of HEIs education process in Ukraine and Moldova for sustainable engagement with enterprises" ([DIGITRANS](#)) will purchase equipment worth 23 500.00 EUR for the Department of Automobile and Transport Technology.

10. As part of the project implementation, "3D Concepts for Fashion Education in Ukraine" ([3D4U](#)) will purchase equipment worth 36 000.00 EUR for the Department of Light Industry Technologies.

IT INFRASTRUCTURE AND DIGITAL SOLUTIONS

In recent years, LNTU has placed significant emphasis on developing IT infrastructure and digital solutions to support both main and supportive university activities. The functionality of IT services expands annually, evolving from basic management and interaction tools to a wide range of digital services designed for both external and internal users.

LNTU utilizes the Automated University Management System (AUMS), which provides centralized management of key processes, including:

Admissions Office – electronic application tracking, automated place distribution, and applicant list formation.

Automated Dean's Office (AS Dekanat) – management of the academic process, including student performance tracking, schedule formation, and administration of academic groups.

Teacher Web Portal – a platform for faculty members offering access to the electronic gradebook, exam records, and class.

Student Web Portal – a tool for students, providing access to class schedules, grades, academic performance tracking, and learning materials.

LNTU implemented the iDoc electronic document management system from iCore in 2023. The iDoc system is used exclusively for managing internal administrative documents, enhancing document flow efficiency and ensuring transparency in administrative processes.

To facilitate effective communication between students, academic staff and administration, LNTU utilizes Google Workspace for Education, which provides:

Email services – all students and staff have corporate accounts with the university domain.

Collaboration tools – access to documents, spreadsheets, presentations and other tools to support teamwork on joint projects.

Calendars and notifications – tools for meeting organization, event planning, and notifications.

In 2024, LNTU began implementing its ERP system for educational process management. This system automates the administration of study programmes, monitors academic performance and enhances communication between students and university staff.

To support the learning process, LNTU also uses the Moodle platform.

Strengths

- The university's activities have created a positive work environment for employees, fostering a friendly atmosphere and ensuring prompt responses to their requests and inquiries.
- LNTU utilizes the Automated University Management System (LNTU AUMS) and has started implementing its own ERP system.
- All students and staff members have corporate accounts with the university domain. To support the learning process, LNTU uses the Moodle platform.

Areas for further improvement

- Improving employee feedback system, including ensuring prompt response to their requests, informing them about appeals, and resolving problems.
- Developing our own ERP system to meet the need to accelerate the development of human capital, science, technology and innovation by expanding access to the university from anywhere in the world at any time (24 hours a day, 7 days a week).
- Encourage and optimize innovative and adaptive technologies for teaching, research and management.

Overview of the planned development activities

- To increase institutional efficiency, it is necessary to automate the implementation of administrative functions, reduce the risk of errors in operational processes, provide data analysis, etc.
- Implementing methods and strategies for an employee feedback system to collect university staff opinions and ideas (e.g. feedback rules, methods used, frequency, anonymity policy, timeframes, expectations, etc.) will facilitate the collection of data on employee engagement, initiatives or any other valuable information for improving performance or communication.
- Developing interactive approaches to meet the inclusive needs of students to ensure equal opportunities for achieving learning outcomes and conducting research.

3.2. TEACHING AND LEARNING

3.2.1. Effectiveness of teaching and learning and formation of the student body

Requirements:

- A higher education institution has defined its educational objectives and measures their implementation.
- A higher education institution creates the prerequisites to ensure its graduate's national and international competitiveness.
- The number of student places is planned in accordance with the social need and the potential and purposes of an institution of higher education.
- The admission rules are consistent with the mission and purposes of an institution of higher education and support the formation of a motivated student body.
- Students are given opportunities to study at a higher education institution regardless of special needs.

The strategic goal of LNTU is to create a highly competitive, free and comfortable educational and research environment, positioning itself as an innovative "growth pole" of the Volyn region based on the effective interaction of four spheres: education, science, business and government. Institutional support for the implementation of the goals of the educational process at LNTU is provided by the Laws of Ukraine "On Education" and "On Higher Education", higher education standards, the University's charter, the LNTU Development Strategy for 2021–2026. Additionally, the implementation of the educational process at LNTU is governed by Regulation No. 839, ["On the Organization of the Educational Process at Lutsk National Technical University"](#), dated June 29, 2024. To achieve the goal and implement the strategic goals of the University in terms of the educational component, a [Target Programme for Educational Activities and Ensuring the Quality of Education of LNTU for 2021-2026](#) has been developed.

Lutsk National Technical University (LNTU) offers study programmes at three levels of higher education: the first (bachelor's) level, the second (master's) level, and the third (educational and scientific) level. Training is provided in both full-time and part-time formats, with the development of a dual education model currently underway.

Students are trained in accordance with study programmes designed in alignment with higher education standards for specific specialities and academic degrees. The development of these programmes actively involves employer representatives and incorporates feedback from students, graduates, and academic and teaching staff. Each curriculum comprises mandatory and elective components, which are further categorized into general and professional disciplines.

Implementing strategic objectives includes enhancing the quality of the educational process to align with contemporary demands, addressing students' and labour market needs, modernizing infrastructure, and strengthening the university's academic reputation. These efforts are aimed at expanding student enrollment opportunities.

The licensed capacity determines the number of students at the University. Admission within the limits of the state (regional) order is conducted on a competitive basis through the following mechanisms: allocation of state-funded places based on the decision of the competition commission, criterion-based distribution, and a broad competition system. The admission of students on a fee-paying basis, whether funded by individuals or legal entities, is regulated by LNTU within the difference between the total competitive admission volume and the maximum state-funded capacity. Additionally, a reserve may be allocated to accommodate student transfers or reinstatements from other higher education institutions (HEIs) by the relevant higher education or study programme level.

The admission rules are developed annually by the University's Admissions Committee and approved by SB LNTU by the Procedure for Admission to HE, as established by the order of the Ministry of Education and Science of Ukraine. The Admissions Committee oversees the admission process, complying with the Regulations of the LNTU Admissions Committee. Decisions made by the committee within its designated

authority serve as the basis for issuing the corresponding orders and implementing admission procedures. All matters related to the admission process are deliberated and resolved during the committee's official meetings. The committee's decisions are published on the official LNTU website no later than the following day after their adoption. The foundation for announcing admission to LNTU is the University's license, issued by the Ministry of Education and Science of Ukraine, which authorizes educational activities at various higher education levels. LNTU offers programmes leading to professional qualifications in disciplines subject to additional regulatory requirements at specific educational levels. This licensing framework enables LNTU to train specialists across a diverse range of fields, including transport, production and technologies, construction, architecture and design, agrarian sciences and ecology, education and food technologies, mechanical and electrical engineering, digital, computer and information technologies, automation and electronics, instrumentation and telecommunications, management and administration, mathematics and statistics, social security, psychology and pedagogy, humanities and social sciences, journalism, civil security, the service sector, international relations, and law. Admission to LNTU is conducted competitively, ensuring transparency and equal opportunities while fostering conditions for self-realization and academic advancement of prospective students.

Despite the ongoing martial law and the armed aggression of the Russian Federation, the admission campaign was preceded by comprehensive and systematic career guidance initiatives. The main attention was paid to disseminating information through various media channels, including social networks, the [University's official website](#), its YouTube and Telegram channels, and the chatbot "Chit Kit 2024". Throughout the year, meetings with high school and college graduates were held online and offline formats. A three-year cooperation project with student activists, in the form of a student admission committee under the slogan "Just like you!" proved effective. Additionally, each faculty organizes Open Houses under the slogan "Choose yours!" while university-wide LNTU Open Houses serve as further opportunities for student engagement. Effective communication and career guidance efforts have been strengthened through cooperation with the Ministry of Education in the Volyn region, particularly in implementing the "Kids University" project.

There has been a notable increase in demand for LNTU's academic services, reflected in the rising number of applications submitted for admission (*see Fig. F.1, Appendix F*). This trend has contributed to a growth in enrollment at both the bachelor's and master's levels (*see Fig. F.2 and F.3, Appendix F*) across state-funded places and programmes financed by individuals and legal entities (*see Fig. F.4, Appendix F*). Furthermore, the proportion of applicants who designate LNTU as their first or second priority has significantly increased, with 80% receiving admission recommendations (*see Fig. F.5–F.6, Appendix F*).

The efficiency coefficient for submitted applications in 2024 demonstrated an increase from 0.237 in 2020 to 0.264, indicating the effectiveness of the admissions campaign (*see Table 11*). The decrease in the efficiency coefficient of submitted master's degree applications in recent years is explained by the general state policy and changes in admission conditions.

TOP-7 study programmes of LNTU in 2024: Bachelor – SPs: Customs affairs and trade, Building and civil engineering, Electrical energetics, electrical engineering and electromechanics, Logistics, Management, Psychology), Software Engineering; Master's degree – SPs: Electrical energetics, electrical engineering and electromechanics, Building and civil engineering, Industrial machinery engineering, Transport Technology, Software Engineering, Computer Engineering, Commodity and expertise in customs cases.

In general, according to the results of the 2024 admission campaign, LNTU ranks 10th in Ukraine in terms of the total number of applicants for bachelor's degree programmes and 21st for master's degree programmes.

Notably, LNTU holds the following national rankings:

[7th place](#) in Ukraine for the number of students admitted to state-funded bachelor's degree programmes;

[10th place](#) in Ukraine for the number of students admitted to bachelor's degree programmes funded by individuals and legal entities;

Table 11. LNTU admission campaign (2020-2025)

Levels of study	2020	2021	2022	2023	2024
Number of submitted applications, persons					
LNTU	8834	9119	13332	15647	14776
Bachelor	7475	8003	9462	12656	11972
Master	1359	1116	3870	2991	2804
Number of people enrolled in studies					
LNTU	2092	1951	4350	5087	3908
Bachelor	1433	1446	2579	3587	2778
Master	659	505	1771	1500	1130
Number of people enrolled in studies funded by the state budget					
LNTU	1346	1140	1575	1515	1302
Bachelor	841	794	1028	1024	926
Master	505	346	547	491	376
Number of individuals and legal entities enrolled in studies at the expense of individuals and legal entities					
LNTU	746	806	2776	3580	2606
Bachelor	592	647	1552	2570	1852
Master	154	159	1224	1010	754
Application efficiency ratio (ratio of the number of admitted applicants to the number of submitted applications)					
LNTU	0.237	0.214	0.326	0.325	0.264
Bachelor	0.192	0.181	0.273	0.283	0.232
Master	0.485	0.453	0.458	0.502	0.403

Source: admission committee

10th place in Ukraine for the number of students admitted to state-funded master's degree programmes;

30th place in Ukraine for the number of students admitted to master's degree programmes funded by individuals and legal entities.

The student enrollment dynamics for 2020–2024, as of November 1 of each year, are presented in Tables F.1–F.3 and Figures F.6–F.7 of the Appendix.

A positive trend is observed in the growth of the applicant contingent across all faculties, considering both first- and second-level higher education programmes, sources of funding, and forms of study. Notably, the number of applicants for full-time education in 2024 has doubled compared to 2020, increasing by 2.08 times for bachelor's programmes and 1.95 times for master's programmes.

In 2024, the distribution of students by form of education (see Table F.3, Appendix F) is as follows:

- full-time education: increased by 45.8% compared to 2022 and by 2.2% compared to 2023;
- part-time (correspondence) education: increased by 50.4% compared to 2022 and remained unchanged compared to 2023.

By degree level in 2024:

- bachelor's degree: increased by 55.3% compared to 2022 and by 10.4% compared to 2023;
- master's degree: increased by 9.9% compared to 2022 but decreased by 20.5% compared to 2023.

The dynamics of student enrollment by faculty are illustrated in Figure 12.

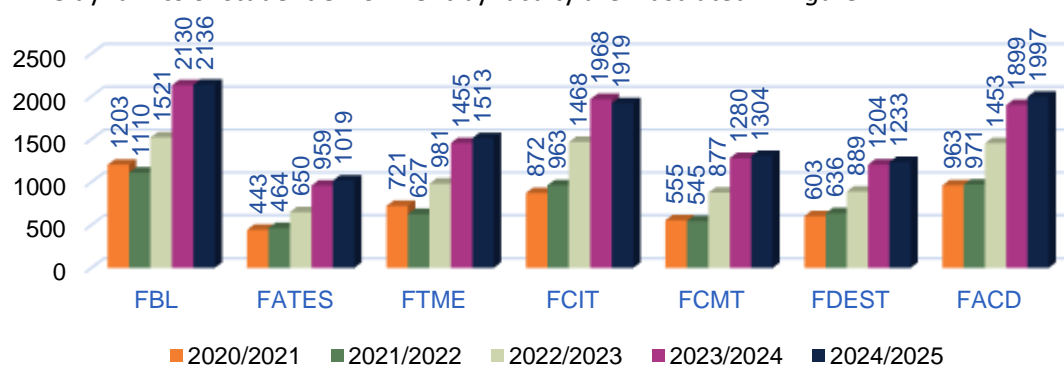


Figure 12. University student contingent (2020-2024)

Source: admission committee

Table 12. Structure of the LNTU student contingent in 2024, %

	LNTU	FBL	FATES	FTME	FCIT	FCAMT	FDEST	FACD
Bachelor	76.99	72.57	79.59	71.84	78.37	80.98	79.97	78.52
Master	20.96	22.66	19.14	26.17	20.43	16.18	19.79	20.48
PhD, Doctor	2.05	4.78	1.28	1.98	1.20	2.84	0.24	1.00

The distribution of students within the university structure is as follows: bachelor's degree students comprise 77%, master's degree students account for 21%, and doctoral students represent 2% (*see Table 12*). The Faculty of Computer and Mathematical Technologies (FCMT) has the highest proportion of bachelor's degree students. In contrast, the Faculty of Business and Law (FBL) has the largest share of doctoral students within the University.

LNTU has established a comprehensive analysis and control system to evaluate the fulfilment of educational goals. The organization of this evaluation system involves multiple stakeholders, each playing a distinct role in ensuring the effectiveness and quality of education: Study Programme (SP) Leader and the SP Assurance Team – oversee the implementation and continuous improvement of study programmes; Head of the Department – ensures the timely and complete implementation of study programmes; Dean and Faculty Quality Assurance Coordinator – provide information and methodological support, coordinate activities, and ensure quality control at the faculty level; EMD – develops and implements strategies for the organization, planning, coordination, and control of the educational process; DQAEPLA – conducts research on best practices and innovations, ensures compliance with higher education quality standards, promotes a student-centered approach, monitors and evaluates study programmes, ensures transparency and public access to information, and develops educational monitoring technologies; ESC VBS – provides support for dual enrollment students, facilitates internships, and assists with employment opportunities; IRO – manages the implementation of international academic mobility programmes; Vice-Rectors – develop evaluation indicators and coordinate activities across departments; Rector – provides overall management and oversight of the educational quality assurance system. At the advisory level, the evaluation and implementation of educational goals are reviewed by quality commissions, faculty academic councils, EMC, HEQC, and AC.

The University constantly analyzes the prospects for licensing new specialities and drafts regulations on educational quality assurance. It examines proposals for enhancing the quality of educational activities and the development of study programmes in alignment with higher education standards. Additionally, the quality of educational and methodological support for educational components is subject to ongoing analysis. A key aspect of the assessment process is ensuring the objectivity of student performance evaluations and analyzing academic achievement levels. The quality control system is focused on ensuring the thorough preparation and execution of licensing and accreditation documentation, and addressing recommendations and feedback received during the post-accreditation period.

Additionally, the scope of oversight extends to evaluating the operational effectiveness of the internal quality assurance system for educational activities and monitoring the implementation of study programmes to ensure compliance with established standards. For evaluation purposes, the University employs survey and monitoring tools. These assessments provide insights into the quality of graduate training, employment outcomes and career trajectories, educational and methodological support, academic and research activities, and staffing of the educational process. The effectiveness of educational activities is further assessed through feedback mechanisms, including surveys of students, graduates, employees, and academic staff (*see Section 3.1.1*).

The competitiveness of graduates at both the national and international levels is largely determined by their communication skills, with proficiency in international languages playing a crucial role. At Luts National Technical University (LNTU), there is a consistent increase in the number of instructional hours conducted in English, excluding foreign linguistics disciplines.

At the bachelor's, master's, and PhD levels, selected educational components are delivered either entirely in English or through the partial integration of English instruction for specific topics. This trend is reflected in the growing number of classroom hours conducted in English: 2021–2022 academic year – 3,968 hours (3.2% of total classroom hours for full-time students); 2022–2023 academic year – 9,770 hours (5.49% of total classroom hours); 2023–2024 academic year – 17,580 hours (8.81% of total classroom hours).

Several initiatives have been implemented to enhance [English language proficiency at LNTU](#). As part of the Twinning Project, free English language courses were organized in collaboration with representatives from the University of Edinburgh and educators from INTI International University (Malaysia). Additionally, opportunities for independent language learning were introduced through platforms such as Really English (as part of the Twinning Project with British universities and for beginners—through ESC VBS), Future Learn, and English4Ukraine. Furthermore, LNTU secured a free license for Grammarly.

Another key aspect of strengthening graduates' competitiveness is the development of moral values and academic integrity. LNTU has implemented the Strengthening Academic Integrity in Ukraine Project (SAIUP) and the Academic IQ Project (Academic Integrity and Education Quality Initiative). Regular training, informational events, and workshops on academic integrity are conducted. Additionally, the Cyber Hygiene E-Learning Project was launched within the framework of the Memorandum of Understanding between LNTU and the U.S. Civilian Research and Development Foundation. This initiative has equipped students with modern digital security skills, including safe online behaviour and personal data protection in the digital environment.

Students at various levels of higher education can obtain the best educational practices and assess their competitiveness on an international scale through double degree programmes and international academic mobility initiatives.

[The Internationalization Strategy 2021–2025](#) aims to enhance the quality of education and research by promoting student participation in international projects and modernizing study programmes focusing on the European dimension. The strategy for 2021–2025 underscores the University's commitment to integrating global perspectives into its educational, research, and administrative practices. The structure for internationalization at LNTU is as follows: First Vice-Rector – International Relations Office – Faculty Academic Coordinators – Tutors of Academic Groups – Staff and Students. The IRO is responsible for coordinating international student mobility at LNTU.

Activities related to international academic mobility are governed by the Procedure for implementation of the right to academic mobility at LNTU. The selection of candidates for scholarship-based international mobility programs is conducted by a selection committee, which evaluates applicants based on their academic performance, scientific engagement, and foreign language proficiency. However, the selection committee process does not apply to individuals who pursue academic mobility independently through personal invitations.

From 2020 to 2024, Lutsk National Technical University signed a total of 106 agreements, which include both Cooperation Agreements and Erasmus+ Inter-institutional Agreements (KA1) (*see Table 13*).

Table 13. Number of Agreements signed (2020-2024)

Indicators	Years				
	2020	2021	2022	2023	2024
Cooperation agreements	9	24	20	18	12
Erasmus+ Inter-institutional agreement KA1	3	3	7	2	8
Total	12	27	27	20	20

Source: IRO

The peak year for total agreements was 2021, with 27 agreements reflecting significant growth compared to 12 agreements in 2020. However, starting in 2022, the total number of agreements stabilized at 20 annually, with 2023 and 2024 maintaining this level. Regarding Student Exchange/Partnership Agreements, there was a sharp increase from 9 in 2020 to 24 in 2021, indicating a concerted effort to establish new partnerships. However, this growth was followed by a steady decline, with the number of agreements dropping to 12 by 2024, representing a 50% decrease from the peak. This decline may be attributed to factors such as reduced institutional capacity, shifting priorities, and external challenges such as the pandemic and regional instability. On the other hand, Erasmus+ Inter-institutional Agreements exhibited greater variability, starting with three agreements each in 2020 and 2021 and rebounding to eight agreements by 2024.

The University has consistently shown upward momentum in its mobility initiatives, with the nature of these programmes evolving to meet changing educational trends. The increasing focus on short-term exchanges and professional development workshops aligns with broader global educational trends and offers diverse opportunities for skill-building and international exposure.

The student mobility trends at LNTU between 2020 and 2024 demonstrate significant achievements and growth, underscoring the University's commitment to fostering internationalization and expanding student opportunities. The total number of student mobilities increased substantially, growing from just 18 in the 2020–2021 academic year to a peak of 148 in the 2023–2024 academic year (see Table 14). Further details on student mobility outcomes by faculty are provided in *Table F4 in Appendix F*.

Table 14. Student Mobility at LNTU (2020-2024)

Academic Years	Total number of mobilities	Total number of ECTS	Programmes		
			Erasmus+	Other Grants	University/Personal Funds
2020-2021	18	206.5	2	-	16
2021-2022	68	1681	2	38	28
2022-2023	143	759	17	21	105
2023-2024	148	870	14	16	118

Source: IRO

Despite fluctuations, students benefited from substantial access to academic credit opportunities. This milestone highlights intensive academic participation, reflecting the university's success in promoting high-impact programmes that integrate international educational standards. Erasmus+ mobilities steadily increased from 2 in 2020–2021 to 17 in 2022–2023, signifying stronger partnerships and better utilisation of EU resources. The sustained contribution of university and personal funds, peaking at 118 mobilities in 2023–2024, further ensured widespread student access to international programmes. LNTU has demonstrated exceptional progress in expanding its student mobility programmes, achieving significant participation growth, and establishing a solid foundation for sustained international collaboration. By successfully diversifying funding sources and adapting mobility activities to evolving needs, the university has laid a strong groundwork for its students' professional and academic success.

Students have the opportunity to participate in double degree programmes with a range of prestigious institutions, including the Polytechnic University of Bragança (Portugal)⁴ Jan Długosz University of Humanities and Sciences, Lublin Polytechnic University, John Paul II Catholic University of Lublin (Poland), Vytautas the Great University (Lithuania), Tomasz Bąty University (Czech Republic), Lower Danube University Galati (Romania). Additionally, students benefit from international academic mobility programmes under the Erasmus+ KA1 exchange initiative, as well as individual grants for study at esteemed universities such as the Polytechnic Institute of Porto (Portugal), Abertay University of Dundee (United Kingdom), Łódź University of Technology, Lublin University of Economics and Innovation (Poland), Pamukkale University (Turkey), University of Zurich (Switzerland), Free University of Bozen (Italy), IAE Management School of the University of Lorraine (France), and Aalto University (Finland).

A mandatory component of the training process for competitive specialists at LNTU is the organization and implementation of practical training for higher education applicants, governed by Regulation No. 840, "On Practical Training of Higher Education Applicants at LNTU". At LNTU, the following types of internships are distinguished: professional training, professional internship, design and research, artistic, geodetic, architectural and surveying, landscape and ecological, introductory, excursion, production and organizational, agro-technological, educational, production, technological, graduation, pedagogical, translation, internships in health and sports camps, and pre-diploma internships. The duration of internships varies from 2 to 8 weeks. The LNTU administration determines internship locations through direct agreements with enterprises, institutions, and organizations. Monitoring internship databases and their placements provides valuable insights for enhancing study programmes and curricula, ensuring high-quality training and successful future employment. Students also have the opportunity to independently choose their internship location, both within Ukraine and abroad, subject to departmental approval. The practical training of students is enhanced through integrating a dual form of education and establishing departmental branches at production enterprises.

A key factor in ensuring the competitiveness of LNTU students is the promotion of their physical and mental well-being. It is achieved through comprehensive physical self-improvement initiatives, which include organized physical education classes, individual sessions for health groups, and specialized training in various sports such as basketball, volleyball (men's and women's teams), football, athletics, karate, hand-to-hand combat, artistic gymnastics, swimming, and table tennis. The

expertise of coaches and leaders of sports sections further contributes to students' success in local, regional, national, and international sports competitions. The university also boasts a state-of-the-art [sports complex](#), including a swimming pool.

LNTU also operates the Center for Mediation and Psychology, which offers individual psychological counselling and mediation services and implements preventive and psychocorrectional practices to address negative emotional states among students.

The education of students with special needs at LNTU is regulated by Article 19 of the Law of Ukraine "On Education", the Law of Ukraine "On Higher Education," the UN Convention on the Rights of Persons with Disabilities, and the Decree of the President of Ukraine No. 401/2017 "On Amendments to Certain Laws of Ukraine Regarding Access for Persons with Special Educational Needs to Educational Services". In addition, the university adheres to its internal regulations, including the ["On Inclusive Education"](#) policy, the "Procedure for Accompanying (Providing Assistance) to Persons with Disabilities and Other Low-Mobility Population Groups During Training and Visiting Persons with Special Educational Needs", and the "Regulations on the Center for Mediation and Psychology".

LNTU enrolls students from various social categories in need of support, including 549 children of combatants and persons with disabilities due to the war, 204 combatants, 125 internally displaced persons, 38 children of deceased combatants, 50 orphaned children, 16 children of miners, and 100 students with disabilities.

The accessibility of the educational environment is ensured through the following measures: physical accessibility; technical support; accessibility of educational materials.

To ensure the accessibility of LNTU's educational buildings for persons with disabilities and other groups with reduced mobility, these buildings have been partially equipped by state building norms, regulations, and standards. Specifically, the educational buildings are equipped with ramps and inclined lifts, and elevators are available in the dormitories. In response to the safety needs of participants in the educational process during martial law, protective shelters have been installed in all educational buildings and dormitories.

Strengths

- The assessment criteria are clear, understandable, and accessible to students.
- The assessment of the implementation of the university's educational goals is the result of both individual and collective responsibility within the framework of a holistic intra-university assessment system.
- LNTU considers the needs of the regional and national labour market, which allows for a balanced formation of student groups and the opening of new specialties.
- Transparent admission rules, the LNTU admission campaign corresponds to the university's mission and helps attract the most motivated students through competitive selection and cooperation with specialized schools and colleges.
- Inclusiveness of the learning environment, because the University creates conditions for educating people with special needs, develops accessibility infrastructure, and supports students with disabilities.

Areas for further improvement

- Enhancing the adaptability of study programmes by introducing more flexible learning paths, enabling students to acquire competencies aligned with the rapidly evolving demands of the labour market.
- Expanding mechanisms for assessing educational goals by strengthening the analysis of strategic objectives through the involvement of independent experts and international partners, ensuring a more objective evaluation of education quality.
- Addressing the need for systematic training and professional development, as not all faculty members possess sufficient knowledge and skills for working with inclusive students.

Overview of the planned development activities

- Updating approaches to student contingent planning by utilizing artificial intelligence tools and big data analysis to forecast demand for study programmes.

- Implementing assistive technologies, including voice assistants, adapted keyboards, and specialized software for students with hearing and vision impairments.
- Fostering an inclusive culture by organizing educational events, forums, and lectures on inclusion and equal opportunities, introducing programmes in inclusive education for academic staff.

3.2.2. Study programme development

Requirements:

- A higher education institution bases its new study programmes on its purposes and the needs of the labour market. It considers the country's strategies, expectations of society and the higher education and professional standards.
- Development activities related to study programmes are systematic and regular, and different stakeholders are involved in developing study programmes.
- Graduate satisfaction with the quality of instruction and employer satisfaction with the quality of graduates are surveyed and analyzed; the results are considered in the development of study programmes.

The development and enhancement of study programmes in alignment with labour market trends is a key priority in implementing the LNTU Development Strategy for 2021–2026. This strategy underscores the importance of academic excellence at all higher education levels and emphasizes the university's ability to respond swiftly to the economy's and society's evolving needs.

The formation and improvement of study programmes are based on the professional competence and level of responsibility of the ST Leader and the SP Assurance Team. This approach ensures that LNTU contributes to preparing specialists in fields where it can demonstrate the highest level of expertise and best practices. The structure and development of study programmes and the necessary procedures are governed by [Regulation No. 760 on the Study Programme at LNTU](#), which establishes the requirements for programme management and quality assurance. Additionally, [Regulation No. 772 on the Study Programme Leader at LNTU](#) defines the appointment procedure, status, academic rights, and responsibilities of the Study Programme Leader. A systematic and consistent approach to curriculum development is ensured through the implementation of the [Policy for Internal Quality Assurance of Educational Activities, Target Programme for Educational Activities and Ensuring the Quality of Education of LNTU for 2021-2026](#), and the [Strategy for the Development of the Internal Quality Assurance System of Higher Education at LNTU for 2024–2029](#).

The study programmes offered at LNTU are outlined in *Appendix B*. A long-term trend indicates a steady increase in the number of study programmes at the University, particularly at the third level of higher education.

The Study Programme Leader and the SP Assurance Team are responsible for initiating and overseeing modifications to study programmes. This process begins with discussions to ensure the continuous development of study programmes in collaboration with stakeholders. These discussions address key aspects such as the organization of training, the provision of relevant support services, and measures to uphold the quality and efficiency of education while maintaining flexibility in response to societal needs. The outcomes of these discussions, including recommendations for updating or replacing courses, are submitted for review by the Quality Council and subsequently approved by the Academic Council. When evaluating study programmes, particular attention is given to the dynamics of student enrollment based on the results of the admission campaign. If proposed modifications to a study programme do not influence enrollment trends, the university administration may decide to discontinue the programme.

Between 2019 and 2022, LNTU undertook comprehensive reforms and modernization of its study programmes in alignment with the LNTU Development Strategy for 2021–2026, national higher education quality standards, regulatory requirements, and insights gained from previous accreditation results. The

University thoroughly analyzes expert reports and recommendations provided by the National Agency for Higher Education and integrates them into its strategies for further improvement. The revision and implementation of changes to study programmes involve the active participation of various stakeholders, including academic staff, students, and employers (see *Table C.1 of Appendix C and Section 3.1*). Additionally, LNTU considers best practices from domestic and international universities to enhance the quality and competitiveness of its study programmes.

Study programmes at LNTU are managed by the Study Programme Leader and the SP Assurance Team, while individual courses are overseen by academic staff within the respective departments. A study programme's overall management, development, quality assurance, and stability fall under the responsibility of the Study Programme Leader, who reports to the Dean. While the Head of the Department is accountable for the content and delivery of courses, as well as for the quality of the teaching staff, the Study Programme Leader plays a consultative role in selecting faculty members to teach courses within the programme. However, challenges may arise in this process due to hierarchical structures and the division of responsibilities. Expanding the authority of Study Programme Leaders to exert greater influence over course content and staff selection requires further discussion. Since 2020, the University has recognized and incentivized outstanding Study Programme Leaders based on accreditation outcomes by awarding financial bonuses.

To enhance collaboration among Study Programme Leaders and members of the SP Assurance Team, LNTU established a network of Study Programme Leaders. This network facilitates the exchange of information and best practices, helps minimize course duplication, promotes interdisciplinary course development, and supports the creation of new interdisciplinary programmes based on project-based learning. Additionally, it serves as a platform for advancing teaching and learning methodologies, research initiatives, and contributions to the Sustainable Development Goals (SDGs). In 2021, quality commissions were established within faculties to support Study Programme Leaders, SP Assurance Teams, and deputy deans in addressing challenges and exchanging best practices. Given the significant workload of Study Programme Leaders, it is essential to conduct a comprehensive audit of their responsibilities and provide adequate institutional support to ensure the effective management and continuous improvement of study programmes.

An annual monitoring process is conducted for the regular internal evaluation of the study programme, during which feedback from key stakeholders (students, graduates, employers, and teaching staff) is analyzed (see *also Section 3.1*).

As a result of this annual monitoring, student opportunities have expanded significantly. In particular, study programmes have been updated to align with the evolving trends of Industrial Revolution 4.0 and 5.0, with an increased share and greater variability of independent learning tasks. The coherence between courses has been enhanced, interdisciplinary approaches have been strengthened, and more project-based learning has been incorporated into curricula. Additionally, practical training has been integrated into all study programmes, ensuring students gain relevant hands-on experience. The volume and structure of courses have also been optimized and harmonized. Following these reforms, each study programme at LNTU now maintains a sufficient number of enrolled students and offers teaching and learning based on factual data tailored to meet regional, national, and international labour market demands. The programmes are well-balanced in terms of theoretical and practical training, facilitate opportunities for scientific research, and provide students with a diverse selection of elective courses spanning both general and professional disciplines.

The number of study programmes at the University has steadily increased each year in response to the evolving economic landscape and the growing demand for highly qualified professionals across various industries. Over the past five years, the total number of study programmes has grown by 45.7%. However, alongside the introduction of new programmes, nine study programmes were discontinued (including Bachelor's programmes: Digital Economy, International Business, Financial Management, Medical Devices and Systems; Master's programmes: Equipment for Light Industry and Consumer Services; Engineering of Processing and Food Industries; Food Technologies and Restaurant Management; Equipment of the Forestry Complex; Machinery and Equipment for Agricultural Production).

Since 2022, the average number of students per study programme has increased, reflecting the effectiveness of programme enhancements. In 2024, most students are enrolled at the Bachelor's level, while the number of students in Master's and PhD programmes continues to grow. Among the University's faculties, the Faculty of Business and Law has the highest student enrollment (19%), followed by the Faculty of Computer and Information Technologies (17%) and the Faculty of Architecture, Construction and Design (17%). Faculty of Agricultural Technologies and Environmental Studies has the smallest share of students, accounting for 10% of the total enrollment (*see also Section 3.1 Table 12 and Figure 12 in Section 3.1*).

Interdisciplinary teaching and learning and micro-module courses are gaining increasing recognition as the complexity of economic, social, and technological challenges extends beyond the scope of any single study programme or discipline. Multidisciplinary studies encompass micro-module courses across various fields and introduce innovative approaches to curriculum design, integrating courses that align with emerging professional roles. This integration is achieved by combining fundamental scientific and technical knowledge acquired through disciplinary research with competencies from other fields, ensuring practical and effective application. These advancements represent a significant transformation in higher education and professional training, fostering connections between diverse fields of study and enhancing their relevance to contemporary society and the evolving economy.

Strengths

- LNTU offers study programmes that meet the professional training of lecturers based on labour market needs, higher education standards, and consider the level of economic development.
- Study programme development and evaluation involves many stakeholders, including administration representatives, lecturers, the community and students.
- LNTU assesses the satisfaction of students, graduates and employers, and the results are used to improve the study programme and educational process.

Areas for further improvement

- Engaging stakeholders in early planning and development, providing opportunities for ongoing feedback and revision based on stakeholders' experience, using big data for decision-making, and prioritizing initiatives based on the greatest stakeholders' impact.
- Policies, standards, and procedures are influential regulators and promoters of innovation in study programmes, and improving standards, recommendations, and incentives is required to ensure the quality of higher education.
- Adopting a multidisciplinary approach to forming a study programme is crucial for preparing students for real success. Students can comprehensively understand complex problems, develop critical thinking and creativity skills, prepare to solve real problems, develop cooperation and teamwork skills, and stay engaged and interested in learning by integrating multidisciplinary courses and teaching and learning methods.

Overview of the planned development activities

- LNTU needs to go beyond mono-disciplinary learning and embrace knowledge that crosses different disciplines to solve complex economic development problems. Sustainable development research at leading universities is an example of using interdisciplinary approaches to studying green and digital skills, combining Earth sciences with social and behavioural sciences, computer sciences, arts, and business studies.
- Forming policies and procedures for developing microcredit courses to be short, scalable, industry-relevant, and digital credentials. Developed in collaboration with leading industry partners, the microcredit set extends across all learning areas, including business, leadership, education, engineering, environmental, IT, sustainability and more.
- Improving collaborative strategies for decision-making on study programme: clear communication channels (regular meetings, informing and engaging stakeholders); surveys and feedback mechanisms to obtain input data and assess satisfaction; decision-making processes are transparent and clear.

3.2.3. Student academic progress and student assessment

Requirements:

- Student academic progress is monitored and supported.
- Student assessment supports learning and is in line with learning outcomes.
- A higher education institution has an effective system for taking account of prior learning and work experience.

Analysis

The principles and organization of student academic progress assessment and postgraduate certification were established by Regulation 839 On the organization of the educational process in Lutsk National Technical University, edition 04

Assessment methods for checking the achievement of learning outcomes, assessment criteria and procedure, including the principles for determining the final grade when using various assessment methods, are specified in the curriculum of each course. The lecturer must ensure that students are informed about this before the start of study, and the conditions for taking the course should not change during the semester in which the course is taught. The assessment is carried out on a 100-point scale. The assessment results are the basis for making decisions on transferring higher education students to the next course, awarding a full qualification, forming the distribution of grades and the rating of higher education students' academic progress, and monitoring the quality of the relevant study programme.

The assessment results of higher education students according to the SP are analyzed every semester by the SP leader and the dean; they are reported and discussed at the department meetings, academic councils of the faculties, the educational and methodological council of the University and the Academic Council of the LNTU. The results of the discussions are the basis for initiating changes in the relevant study programmes. For example, making a decision on implementing any changes to the assessment rules or the content of study programmes, the terms of implementing such changes and the procedure for their distribution to higher education students are agreed with the student self-government bodies.

To regulate the process of appealing the procedure for conducting control measures, LNTU has Regulation 551 On the appeal of the results of the final knowledge control of higher education students in LNTU. The Appeals Commission was created to protect the rights and interests of higher education students regarding the appeal of the grade in the discipline received during the final knowledge control.

The preparation of qualification works is carried out in study programmes that promote the development of thinking, the acquisition of proper scientific practice and the implementation of professional research methodology. The requirements for the defence and evaluation of qualification works are set out in the guidelines and made public to students. Feedback on aspects related to graduation works and exams is collected annually through surveys and is considered when improving the study programme.

Figure 13 shows the results of the final certification of bachelor's and master's degrees in 2020-2024.

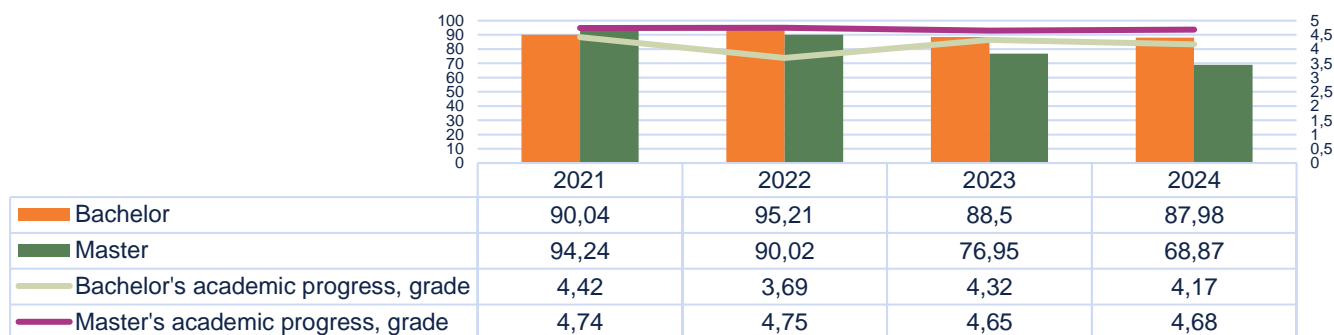


Figure 13. Final certification of bachelor's and master's degrees (2020-2024)

Source: Educational and Methodological Department

There is a slight decrease in academic progress of masters and bachelors. The survey results (see also Tables C.2, C.3, C.5 in Appendix D) showed high satisfaction among students, graduates and

employers with the educational process. Psychological reasons influenced the deterioration of students' academic performance. The full-scale invasion affected the fact that some applicants found themselves in conditions of emotional instability and a high level of anxiety. Therefore, students had difficulties learning, which affected their academic performance. The opening of opportunities for unhindered immigration to the countries of the European community affected the outflow of gifted youth and residents of urban areas. Therefore, the potential of university applicants was limited to residents of rural areas, where the level of quality training in secondary school is somewhat lower than in urban secondary educational institutions. However, after 2022, there has been a slight improvement in students' academic performance.

Recognition of prior learning is a process that assesses a student's competence acquired through formal and non-formal learning. The recognition of prior learning is carried out through credit transfer, which involves the transfer of credits to the student while studying in other study programmes and the possible recognition of the results of non-formal/informal learning. The issue of recognition of learning outcomes obtained in non-formal education is regulated by Regulation 745 [On non-formal and informal education at Lutsk National Technical University](#), edition 03. Recognition of learning outcomes by re-enrolling credits and learning outcomes obtained in formal education is possible when transferring from another Higher education institution, when resuming studies at LNTU, based on the results of studies within the framework of academic mobility programmes, double diploma, etc. Recognition and re-enrollment of learning outcomes obtained in formal, non-formal and/or informal education is carried out at the student's request, provided that he/she confirms the achievement of learning outcomes. In case of successful re-enrollment of learning outcomes, the student is exempted from studying the course in the corresponding semester. In the case of re-enrollment of only a separate content module/modules of the educational component, the student is exempted from completing the relevant tasks.

Strengths

- LNTU has a well-established and effective system of SP management, in which the head is responsible for the quality of education and teaching; the structure of study programmes is flexible and changes according to the economy's needs.
- Assessment of student achievement motivates them to learn, and it is clear and understandable. Students can appeal to the assessment.
- A system of re-enrollment of the previous studies results has been implemented and it is regulated by the internal regulatory documents of LNTU.

Areas for further improvement

- Improving assessment of learning outcomes and teaching to ensure that the programme is structured to promote the development of stated learning outcomes.
- To ensure consistency and further improvement in the quality of SP management, it is important to review the terms of reference of the SP leader and SP assurance group.
- Improving methods of assessing prior learning for re-enrollment of achieved learning outcomes.

Overview of the planned development activities

- Generating digital online reports for the SP leader (collection, analysis and interpretation of information on student learning and academic progress, surveys, etc.) for decision-making on improving learning outcomes.
- Digitalization of the process of assessing prior learnt outcomes and recognizing previously acquired knowledge or competences, regardless of where and how they were acquired, in order to promote mobility and competence development.

3.2.4. Support processes for learning

Requirements:

- The organisation of studies creates an opportunity for students to complete their studies within the standard period.
- A higher education institution provides counselling related to studies and careers.
- A higher education institution supports student international mobility.
- Modern technical and educational technology resources are used to organise educational activities.
- Students are periodically asked for feedback on learning and support processes (the organisation of studies, assessment, counselling, etc.); the results of surveys are taken into account in improvement activities.

Analysis

The educational process is a system of organizational and didactic measures aimed at implementing the content of education at a certain educational and qualification level by state educational standards and taking into account the principles of the formation of the European Higher Education Area. Student learning outcomes contain what a student should know or be able to do after completing a course or programme. Assessing student learning outcomes provides information that puts student learning at the forefront of the academic planning process.

Completion of a study cycle (bachelor's, master's, doctor of philosophy degrees) occurs when the last section of the curriculum remaining to complete the curriculum established for this cycle of study is successfully completed. The dynamics of students completing their studies on time during 2021-2024 is characterized by a decrease in the number of students completing the educational process on time (*see Table 15*). These processes began to be felt especially acutely after 2022 when the development of a new phase of the war in Ukraine had a decisive impact.

Table 15. Students who complete their studies on time

Indicators	Academic year				
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Bachelors who have completed their studies	1238	1174	1077	1208	
Bachelor's degree students with different study periods who are completing their studies this academic year	1375	1233	1217	1373	1462
Study period 3 years 10 months	789	689	758	894	1000
Study period 2 years 10 months	7	97	87	89	145
Study period 1 year 10 months	579	447	372	390	317
Percentage of who successfully completed their studies	90,04	95,21	88,50	87,98	
Masters who have completed their studies *	601	491	460	1252	969
Master's degree students with a study period of 1 year 4 months who are completing their studies this academic year	731	521	511	1627	1407
Percentage of masters who successfully completed their studies	82,22	94,24	90,02	76,95	68,87

Source: Educational and Methodological Department

In matters relating to the general organization of education and everyday issues, consultations are provided by curators, deputy deans, and the dean, and the specialists from the dean's office help to resolve issues of documentary support for students during their studies. The dean's office monitors student attendance and academic performance, and the dean and deputy dean for youth policy and career guidance regularly check and monthly monitor the students' attendance. At the end of each semester, the assessment and examination session results are analyzed and consulting support is provided to students on their improvement. Curators conduct explanatory and educational work involving students in the Book Club, sports sections, cultural and entertainment, patriotic, and

charitable events held by the higher education institution for harmonious personality full development. During the academic year, students can receive consulting support during traditional meetings with LNTU administration (the event "Coffee with Rector") and representatives of the Student Council, where they get consultations on university life's peculiarities. In 2024, LNTU Youth Center began its work, which significantly influenced the possibilities of consulting students in terms of the development of youth social movement, volunteering, and project work. YPSAO also coordinates these functions.

The consulting direction for students' career opportunities is developing thanks to the established partnership relations between the university and employers. LNTU involves employers in the organization and implementation of the educational process in the relevant study programmes according to the signed cooperation agreements and memoranda, which allows us to mutually beneficially combine scientific potential with practical consulting. There is a practice of inviting guest lecturers-employers as part of the study of individual courses in study programmes to form prospective areas of activity and understand the needs of the labour market among the students. A survey of university graduates showed that 23% of the surveyed graduates are grateful to LNTU in finding their current place of employment, and 61% highly appreciate the university's role in providing them with practical training. LNTU, together with the employment centre, annually holds the Business-Profi-Day event, where representatives of employers participate. Students can receive consulting support from employers in terms of employment, submit a resume and fill in a questionnaire for vacancies. Regular meetings with employers are held at each faculty, including in the context of individual specialities. Employers also organize meetings with students at their enterprises (excursions, practical classes, trainings, etc.).

Evidence-based learning methods are recognized educational approaches using scientific research and big data results. By implementing evidence-based practices, the academic staff of LNTU can make informed decisions about teaching methods and increase the effectiveness of student learning and research.

To support teaching through research and scientific development, the academic staff is selected based on their competence in the field of research. Most of the academic staff is involved in scientific groups in the relevant field of specialization research topics; teaching is closely linked to research projects, including international ones, conducted by lecturers, which involve students of all educational levels.

Providing evidence-based learning refers to specific practices (e.g., lectures, practical or seminar classes, workshops, trainings, etc.) or effective programmes (e.g., practice-oriented training programmes) based on scientific and practical evidence.

LNTU welcomes and recognizes the role of visiting professors and scientists in developing scientific and cultural internationalization. For this purpose, LNTU attracts highly qualified Ukrainian and international experts and scientists who have achieved significant scientific and/or professional results. Visiting professor activity or practice which is welcome: invited practitioner: educational activities and/or seminars by the university's study programme, and may also participate in examination committees; invited professor: research activities, educational activities, project/programme/task implementation. Typically, guest lecturers have experience working with specific courses, topics or specializations and do not have the same job responsibilities as full-time professors at LNTU.

Guest lecturers are invited to LNTU by study programmes, educational courses, microcredits, and interdisciplinary courses and projects. LNTU organizes regular meetings and events for the exchange of experience (for example, [Guest lecturers in LNTU](#)).

LNTU involves researchers, creative personalities or well-known practitioners in teaching as guest lecturers. In 2024, guest lecturers accounted for 37% of the total number of lecturers (see *Table 16*); they conducted 12% of the planned face-to-face teaching sessions.

Table 16. Invited lecturers of LNTU (2020–2024)

Indicator name	2020	2021	2022	2023	2024
Number of invited foreign guest lecturers to LNTU (without concluding a contract), persons	9	19	9	10	27
Number of invited guest lecturers from LNTU abroad (without concluding a contract), persons	3	4	12	13	8
Number of invited guest lecturers to LNTU (without concluding a contract), persons	56	58	12	67	97
Number of invited guest lecturers from LNTU to other HEIs, institutions, organizations in Ukraine (without concluding a contract), persons	34	37	7	45	78
Number of lecturers working on part-time basis, contract for a year, persons	22	26	29	43	44
including repeated agreements with the same person	7	11	13	20	26
Share of invited lecturers to LNTU	19	20	9	33	37

Source: Educational and Methodological Department

Practice-based learning is a form of learning in which theory is learnt in LNTU and tested in practice in an organization with which a relevant agreement has been concluded. Students learn subject knowledge and practical skills in lecture halls and real everyday business.

At LNTU, practice-based learning is regulated by internal regulatory documents, including a curriculum, an individual plan, a cooperation agreement on the organization of practice-oriented training, and a tripartite agreement on the dual form of obtaining higher education between the student, LNTU, and the organization. When making the individual plan programme, practical training at the workplace is considered - 30% of the amount of ECTS credits and a model is selected (integrated, block, partial). More than 80 training contracts were implemented in 2023 and 2024. Important partners in the dual form of learning are companies such as LLC "Dalis Automotive Group", LTD "ZABIKA", TM "Ruta", ALC "OSNASTKA-MARKET", LLC "Volyn-Zerno-Produkt", LTD "READY BUSINESS SOLUTIONS", Department of Humanitarian Policy of Lyubeshiv Village Council, PA "Digital vector", Volyn Regional Council, Rudy Lis Sp. z o.o, Volyn Chamber of Commerce and Industry, №10002/04 branch of Volyn regional administration JSC "Oshchadbank", State Ecological Inspectorate in Volyn region, etc.

The advantages of dual learning significantly increase students' employability, as employers need to invest less in on-the-job training, and students acquire competencies based on practical evidence.

Students in LNTU study in person, which is rather an exceptional situation in Ukraine, according to the security situation. In case of unforeseen situations, MS Teams, BigBlueButton, and Moodle are used to organize distance learning. At LNTU, educational components are systematically updated, accompanied by innovative methods for teaching disciplines.

Lecturers, using the right to academic freedom, provide verbal and visual teaching methods, as well as video methods in combination with IT and multimedia. Using business cases, business games, situational tasks, brainstorming, brain-rings, lecture discussions, and team games increases the soft skills level of higher education students. Interdisciplinary educational components have been introduced into the educational process, combining engineering with economics, materials science with management, etc.; that is, they allow the students of SP to acquire communication skills in economic sciences and deepen their professional knowledge with modern terminology in the field of trade, digital technologies, etc. Modern interactive teaching methods are implemented through textbooks with digital resources. Such resources will allow you to automatically check assignments with instant results and analyze errors, providing a convenient online testing format and access to audio and video resources.

[LNTU E-portal](#) and [LNTU repository](#) are functioning. The Moodle platform hosts training courses, where individual elements of educational components can be learnt directly online, and control measures can be carried out directly for individual modules. Other information and communication technologies are also actively used: Zoom, Microsoft Teams, Google Meet, Google Classroom, and BigBlueButton. LNTU students have access to the educational platform Udemy, a

platform for courses in the field of certification and career building in the field of cloud technologies AWS Academy Programme, a career launch platform Google Cloud Skills Boost - Google Cloud. When teaching subjects, academic staff can use Labster - virtual simulators that help make subjects interactive; Kahoot! - a Norwegian game-based learning platform; GitHub Campus Programme - helps students and lecturers access the tools and events necessary to shape the next generation of software development. Modern technical and educational technological resources are used to organize educational activities.

Surveys of higher education students are conducted based on [LNTU e-platform](#) in students' electronic offices. Current surveys can be conducted in your office from a smartphone or laptop (see section 3.1). All results of the surveys are freely available [on the university website](#). Twice a year, surveys are conducted regarding the procedure for students' free choice of disciplines. The suggestions and recommendations received from all participants in the educational process are discussed and, if possible, taken into account in the process of implementing the procedures of internal quality assurance of SP.

Strengths

- LNTU has organized the provision of consulting services for job search, internships, a base for practice and research, and courses for an individual development trajectory for all students. Students can quickly and conveniently obtain the necessary information on the student portal.
- Systematically working partnerships with employers in the direction of guest lecturers, various internship programmes, and implementation of elements of dual education contributes to better employment of graduates.
- LNTU study programmes meet the needs of the labour market and HE standards.
- Feedback is provided to students using technical solutions (e.g., Electronic Student Portal, Electronic Survey, Moodle, etc.).
- The internationalization of LNTU is reflected in increasing the share of international academic staff and students.

Areas for further improvement

- Students' individual development and motivation is also supported by their involvement in research projects. Expanding the multidisciplinary approach to more actively implement interdisciplinary courses and integrate digital and "green" competencies into study programmes.
- Informing students in e-offices about research opportunities, internships, part-time jobs, seasonal jobs, on-the-job training, etc.
- Supporting international activity of lecturers and students, searching for new international opportunities for learning and research, including short-term ones.
- Digital transformation of the university implementation of technologies to stimulate changes.

Overview of the planned development activities

- To continue providing students with learning opportunities, encouraging the formation of personalized educational trajectories adapted to learning and research interests.
- International mobility for lecturers and students can serve as a catalyst for innovative ideas, entrepreneurial and academic excellence, cultural exchange, economic growth, and international mutual understanding.
- Filling the E-University with analytics tools, programmes, and platforms that will support learning, research and interaction opportunities, creating value for consumers and other stakeholders.
- Institutional strengthening of interdisciplinary education, opening the interdisciplinary study programmes at different levels of education.
- Expanding microcredit courses by creating short, modular courses that meet industry requirements and will be provided with digital certificates.

3.3. RESEARCH, DEVELOPMENT AND/OR OTHER CREATIVE ACTIVITY (RDC)

3.3.1. RDC effectiveness

Requirements:

- A higher education institution has defined its RDC objectives and measures their implementation.
- A higher education institution monitors the needs of society and the labour market, and considers them in planning RDC activities.

Analysis

The main regulatory framework of LNTU, which is aimed, among other things, at the organization of scientific activity at the university, is the LNTU Development Strategy for 2021-2026 and the Target Programme for the Prospective Development of Scientific and Innovative Activities of LNTU for 2021-2026, Open Science Policy of LNTU.

The accompanying documents are Regulations which verify the institutional structure, various areas of activity related to the creation of a scientific product, its commercialization, the provision of scientific services, the stimulation of academic staff based on the results of active scientific activity, ensuring the training of the staff of the third (educational and scientific) level, etc. (Regulations are given in Appendix B)

Regarding the implementation of the goals set in the basic documents, every year, the Academic Council hears the "Report of LNTU on scientific and technical activities and the implementation of scientific research results in the educational process", target indicators for the reporting period, implementation of the strategy, clarification of indicators, determination of further directions, and their activation through the development and implementation of relevant resolutions and orders.

From the perspective of determining society's needs and considering these priorities in planning scientific activities and conducting scientific and technical research, cooperation with international, national, and regional institutions and stakeholders plays an important role.

LNTU has contributed to establishing and developing relations with foreign partner universities – an active international collaboration with 120 partners in 26 countries (*see also section 3.1*). LNTU has agreements on institutional cooperation with 29 state authorities and organizations, such as Volyn Regional Council, Volyn Regional State Administration, Lutsk City Council, National Police, State Tax Service of Ukraine, Ministry of Veterans Affairs, etc. (2020 – 8, 2021 – 11, 2022 – 1, 2023 – 3, 2024 – 9). In 2020-2024, the university significantly increased the number of local business partners (the number of agreements concluded with companies and private entrepreneurs is over 300) – *see Figure 14*).

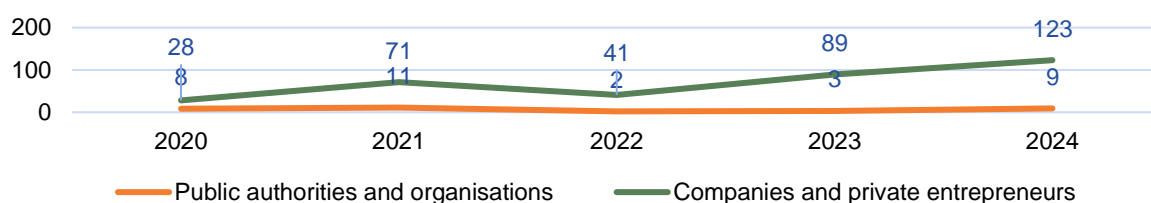


Figure 14. Ukrainian Collaboration (2020-2024)

In addition, LNTU involves employers in the organization and implementation of the educational process in relevant study programmes under signed cooperation agreements and memorandums. This allows us to combine scientific potential with practical work experience, meeting higher education institutes' and stakeholders' needs and requests. Applied research is done to business order, which is the basis for financing Research work from the special fund. At LNTU, research work is financed from the state budget for applied research and development on the one hand and by performing research to enterprises of various forms of

ownership order on the other - *table G.1. appendix G and Figure 15*. The maximum amount of funding was in 2021; with the beginning of the full-scale Russian invasion, it decreased by 1.76 times. The amount of funding for applied research and development from the general fund of the state budget of Ukraine in 2024 decreased to 0 due to limited funding for the education sector. However, thanks to the attraction of funds from Ukrainian and international partners, the total amount of research work funding in 2024 exceeded the indicators of 2020. The amount of funds attracted per academic worker in 2024 was 4,195 thousand UAH.

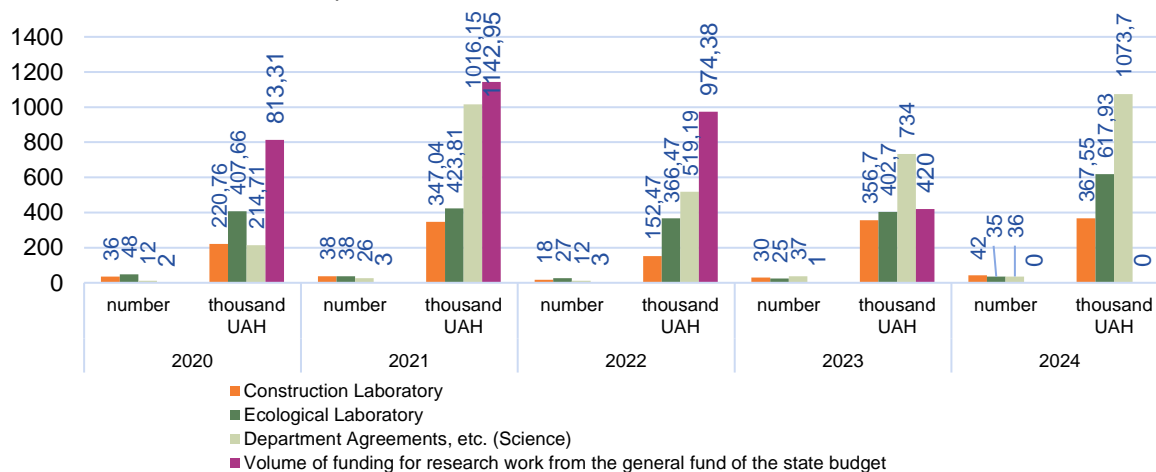


Figure 15. The amount of funding for research work from the general and special funds of the state budget, thousand UAH

Source: Chief Accountant's Data

One of the indicators of successful presentation of research work at the international level is the publication of monographs, articles, and scientific publications in journals indexed by scientometric databases: in 2020, their number was 205, the maximum was in 2023 - 230 and amounted to 219 in 2024 (indexing of materials submitted in 2024 continues). For more details, see *Tables G2. – G5 of Appendix G and Figure 16*.

Hirsch index, according to the Web of Science rating, grew at the university every year. In 2024, it was 21 according to the SCOPUS rating and 29 according to the Web of Science rating (see *Table G.2 of Appendix G and Figure 17*).

From 2020 to 2024, LNTU saw a significant evolution in its international research collaborations. The share of international co-authored publications increased steadily from 12.7% in 2020 to a peak of 32% in 2023, demonstrating a growing capacity for global partnerships. This upward trend was accompanied by a marked rise in research output in 2023, with 150 publications, the highest number during the period.

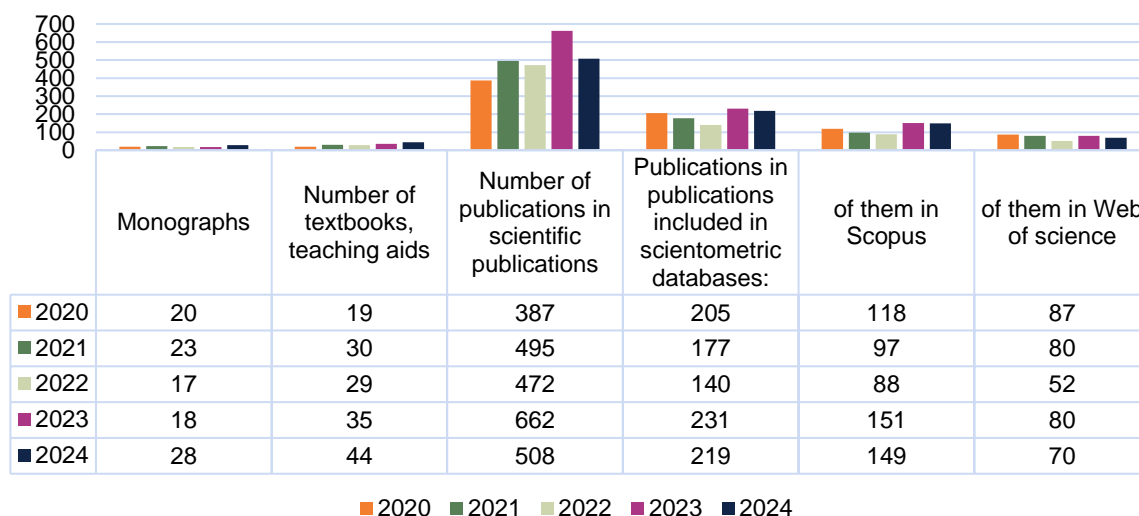


Figure 16. Presentation of research work at the international level is the publication of monographs, articles, and scientific publications in journals indexed by scientometric databases (2020-2024)

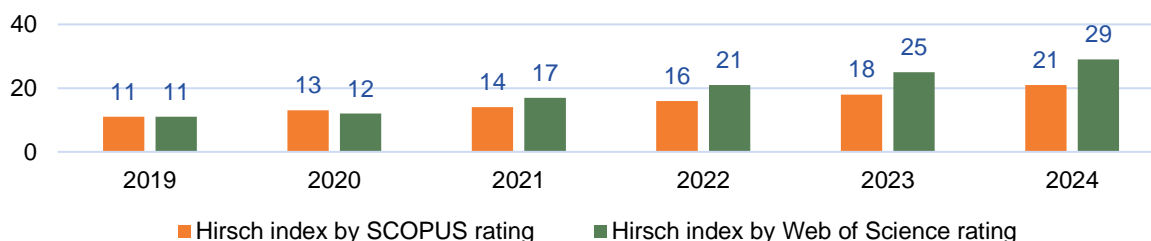


Figure 17. Growth of the Hirsch index of LNTU in the scientometric databases Scopus and Web of Science (2019-2024)

Despite the share of international co-authorship dropping to 22.4% in 2024, this figure still represents a notable improvement compared to 2020, emphasising the sustained progress in fostering international collaborations over the five years.

The correlation between international co-authorship and publication volume is evident, as years with higher collaboration rates (e.g., 2023) also recorded higher total research outputs. It underscores the importance of cross-border collaborations in enhancing research productivity and quality at LNTU and highlights the university's growing integration into the global research community – see *Figure 18*.

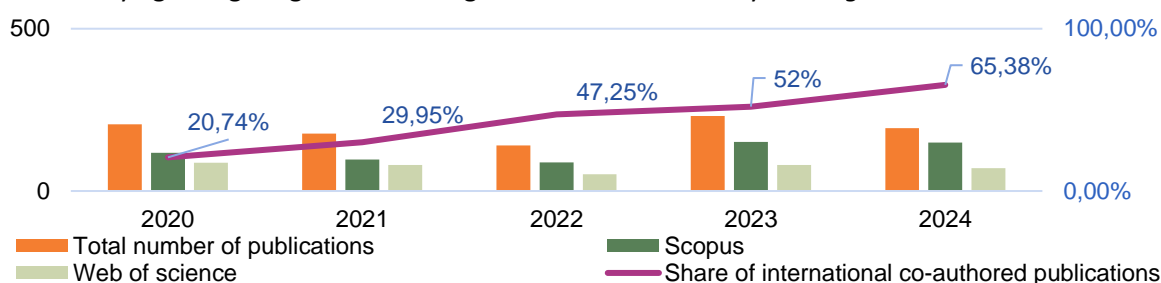


Figure 18. The share of international co-authorship in research in 2020-2024.

Source: Scopus. Web of Science

The development of the potential for knowledge and technology transfer is implemented at LNTU through the creation of research centres and laboratories as basic centres for the implementation of scientific research the creation of an innovative environment on the basis of the university. The university is forming a model for the academic entrepreneurship development. Its main goals include the development of innovative ideas and capitalization of new knowledge. A Business Innovation Center (BIC) has been created to coordinate and support innovative and intellectual activities, to transfer technologies, and effectively use the innovative and intellectual potential of LNTU and to develop the potential of higher education. The university business incubator hosts trainings, motivational meetings, and courses to support the development of the university's innovation ecosystem. Significant support for the development of the innovation environment is provided by the VERITAS legal clinic; SDTB (Special Design and Technological Bureau) "Innovation Park"; SDTB "School of Business and Law", IT studio "Prosperous Studio Programing". Priority areas of industry-level innovation activity are provided by the construction research laboratory - development of new energy transportation technologies, implementation of energy-efficient, resource-saving technologies, development of alternative energy sources; ecological research laboratory - application of cleaner production and environmental protection technologies.

LNTU has 4 scientific schools: "Innovative Agro-Processing Technologies and Equipment"; "Technological Control of Quality Parameters and Operational Properties of Details of the Type of Rotation Bodies in Mechanical Processing Operations"; "Mechanics of Deformable Solids"; "Resource and Energy-Saving Technologies in Metalworking, Powder Metallurgy and Materials Science".

Support for patent research and registration of patent protection of intellectual property objects are provided. During the period 2020-2024, positive innovative activity of the university is observed, as evidenced by the analysis of patent activity. UkrISTEI (Ukrainian Institute of Scientific and Technical Expertise and Information) has registered LNTU technologies that correspond to strategic priority areas of innovation activity: technology for obtaining an uncooled sensitive element for an IR radiation photodetector based on

silicon single crystals; universal resource-saving technology for harvesting flax; technology for producing multilayer chips; technology for inhibitory anti-corrosion protection of metal surfaces; technology for obtaining a biocomposite material based on gluten.

Strengths

- The university actively cooperates with public organizations, state institutions, private enterprises, territorial communities and businesses in the development of innovative activities. Every year, the faculties form updated registers of innovative developments to effectively function the national innovation system, create an innovative environment, and solve specific applied problems in the region.
- Expanding the scope of scientific research and providing scientific and technical services to business entities is the basis for forming a special fund of LNTU to improve innovation infrastructure.
- Intensification of publication activity, growing Hirsch index of LNTU according to the leading scientometric databases Scopus and Web of Science, deepening the internationalization of research by increasing the share of international co-authorship in published results.

Areas for further improvement

- Limited funding from the state budget requires diversification in the search for financial resources for innovation infrastructure development. It requires increased participation of LNTU in the EU framework programme for research and innovation "Horizon Europe".
- Cooperation with leading domestic and foreign higher education institutions has made it possible to intensify international activities that took place within the framework of Erasmus+, the European Union Programme in the field of education, vocational training, youth and sport, and other programmes. The existing experience will ensure increasing the quality and number of applications for participation in competitions for funding scientific research.

Overview of the planned development activities

- Modern trends require the creation of joint centres that use expensive scientific equipment, which can become the basis for developing domestic and international collaborations between educational institutions, scientific institutions, and businesses for interdisciplinary research.
- It is necessary to intensify the expansion of partnerships with government structures and public organizations by creating joint research laboratories, implementing dual education, and signing agreements on joint financing of innovative projects related to the needs of society and labour market.

3.3.2. RDC resources and support processes

Requirements:

- A higher education institution has an effective RDC support system.
- A higher education institution has the financial resources needed for RDC development and a strategy that supports their acquisition.
- A higher education institution participates in different RDC networks.
- RDC infrastructure is being updated and used effectively.

Analysis

The research and development aligns with LNTU's mission and strategy. It is based on academic freedom and the university's internal and external cooperation.

The Vice-Rector manages the university's activities in the field of basic and applied research and is responsible for the organisation and development of research activities. The following departments within the structure of LNTU support the research work:

1) [Business Innovation Center](#), which ensures the implementation of the main tasks of scientific, scientific-technical and innovative activities, stipulated by the main directions of further development of science and innovations, coordination of scientific and innovative activities at LNTU and creation of a favourable innovation environment to support the implementation of modern environmentally friendly, safe, energy- and resource-saving technologies, ensuring the implementation of state policy in the field of technology transfer, acquisition, protection and defence of intellectual property rights, transfer of property rights to technologies and/or their components created at the expense of the state budget;

2) [Scientific and research part](#), which provides scientific and organizational, personnel, planning and financial, accounting, and information support for scientific and scientific and technical activities of LNTU;

3) [Student Design and Technology Bureau \(SDTB\) 'Innovation Park'](#), which is engaged in the development and implementation of advanced technologies, new materials, energy-efficient solutions, innovative developments and projects for sustainable development of the country;

4) [Department of Postgraduate and Doctoral Studies](#), which organises and provides training for postgraduate and doctoral students;

5) [The Technology and Innovation Support Centre \(TISC\)](#), which provides users with appropriate and high-quality technology and innovation support services.

The following [scientific publications are published at LNTU](#): Commodity Bulletin; Scientific Notes; Economic Forum; Modern Technologies and Methods of Calculations in Construction; Agricultural Machines; Advanced Technologies and Devices; Modern Technologies in Engineering and Transport; Computer-Integrated Technologies: Education, Science, Production; Economic Sciences. Regional Economy Series; Technological Complexes and Student Scientific Bulletin, Topical Issues of Labour Protection, Civil and Technological Safety, covering various areas of research in the field of economics and social sciences, engineering and innovation, as well as information and communication technologies. Faculty and students actively publish the results of their research. In addition, students and researchers have the opportunity to get acquainted with the advanced research areas of their colleagues, as the materials of articles are publicly available on the university website.

[The Scientific Society of Students, Postgraduates, Doctoral Candidates and Young Scientists](#) and the [Council of Young Scientists](#) are active at LNTU. It is aimed at supporting and developing the scientific potential of young people and promoting the research work of students and postgraduates.

The development of educational and research infrastructure plays a key role in promoting academic excellence, innovation and social development at Lutsk National Technical University. It involves the strategic improvement of facilities, tools and resources that support teaching, learning and research activities. The main structural elements are the physical infrastructure, which is represented by modern multimedia classrooms and a library, laboratories for STEM disciplines and research-oriented spaces. In particular, the research infrastructure of LNTU includes [6 research laboratories](#).

Master's degree students are involved in the work in these laboratories, and postgraduate students conduct their research in these laboratories and improve the available equipment.

The volume of revenues to the special fund based on the results of scientific and technical works under international cooperation projects, on the results of scientific and scientific and technical works under economic contracts and the results of scientific services also increases annually, as of 01 March 2020 - UAH 1065,548 thousand; 01 January 2023 - UAH 1956,194 thousand; 01 January 2024 - UAH 11862.76 thousand; 01 January 2025 – UAH 5086.48 thousand

LNTU is a member of about 30 international professional associations, organisations, and rankings. Based on the results of active educational and scientific activities, LNTU is a member of the European Association for International Education (EAIE), Association of European Universities (EUA), Coalition for the Advancement of Research Assessment (CoARA); European Network for Academic Integrity (ENAI); National Council of University Research Administrators (NCURA); European Law Faculties Association (ELFA), Magna Charta Universitatum 2020. Starting from 2023, the University will start cooperation with 3 Alliances of European Universities - Unite!, ECIU, STARS EU

Table 17 shows the place of LNTU in international rankings.

Table 17. Place of LNTU in international rankings

Ranking	Position in the ranking	
	2020	2024
QS World University Rankings	-	LNTU is among the top 36 HEIs in Ukraine and holds the 103 position among HEIs in Eastern Europe
Webometrics Ranking of World Universities	38 position among 318 HEIs in Ukraine	71 position among 292 HEIs in Ukraine
	5215 position in the world	7 007 position in the world
	99 position among 147 HEIs in Ukraine	52 position among 190 HEIs in Ukraine
UniRank University Ranking	7660 position in the world	5289 position in the world
U-Multirank	24 position among 76 HEIs in Ukraine	U-Multirank has stopped issuing annual releases
Scopus	90 position among 176 HEIs in Ukraine	110 position among 214 HEIs in Ukraine
EduRank	-	65 position among 169 HEIs in Ukraine
Ukrainian National H-index Ranking	-	107 position among 238 HEIs in Ukraine
Interdisciplinary Science Rankings	-	Obtained the status of reporter.
Scimago Institutions Ranking	-	52 position among 61 HEIs in Ukraine

LNTU became a member of the top world ranking QS World University Rankings for the first time, namely in the industry sector QS Emerging Europe & Central Asia (EECA) University Rankings in 2020, but was not included in the published 1000 universities, and in 2021, LNTU entered the top 15 universities in Ukraine and the top 300 universities in Eastern Europe and Central Asia. In 2023, LNTU became a member of the QS Europe University Rankings sector, took 18th place among Ukrainian universities, and rose to 103rd among Eastern European universities. In 2024, LNTU was ranked 36th among Ukrainian universities and retained the 103rd position among Eastern European universities. LNTU demonstrates positive dynamics in the international context, particularly in the ranking among Eastern European universities, improving its position to 103rd in 2023 and maintaining it in 2024.

LNTU demonstrates steady improvement in the uniRank University Ranking; for 5 years, the university has risen from 99th place (2020) to 52nd place (2024), improving its position by 47 places. The university is also improving its position in the world ranking; from 7660th place (2020), LNTU has risen to 5289th place (2024), which is significant progress. In 2024, the university made a breakthrough in the world ranking, improving its position by 1529 places. Thus, LNTU shows steady improvement both at the national and international levels. The progress in the world ranking in 2024 is especially noticeable, which may result from active participation in research, improvement of education quality and international cooperation.

In 2023, LNTU joined the international EduRank ranking, and in 2024, it is already ranked 65th among Ukrainian higher education institutions. This ranking evaluates universities based on scientific productivity, particularly the number of publications and citations in international scientific databases: LNTU's position indicates a stable level of scientific activity among Ukrainian universities.

Over the last two years, LNTU has demonstrated stable positions in the Ukrainian National H-index Ranking. According to the data for the II and IV quarters of 2023, the university was ranked 110th and 109th, respectively, with the National H-index of 23 and 25. In the second quarter of 2024, LNTU dropped to the 110th position from the National H-index 26, and in the fourth quarter, it rose to the 107th position from the National H-index 27.

In 2024, LNTU became a member of the international ranking Interdisciplinary Science Rankings for the first time and received reporter status. It is an international university ranking that assesses the contribution of higher education institutions to interdisciplinary research. The university was also included in the Scimago Institutions Ranking, ranking 52nd among the Ukrainian universities included in this ranking. Also, LNTU submitted data to the international ranking Impact Rankings 2025 of the international rating agency Times Higher Education.

Strengths

- The development of innovative activities is based on improving material, technical, and research support. During the reporting period, we can observe a significant increase in research and educational infrastructure investments, which ensured an increase in the number of applicants and their involvement in scientific research.
- The results of the scientific activities of the research and development departments and their publication activity, joint research, and the number of international grants applied for and won allowed LNTU to improve its position in international rankings.

Areas for further improvement

- There is a need to purchase modern equipment for new elements of the research infrastructure (Smart Volyn Hub, Innovation Park) by attracting funds from international organisations.
- Strengthening the competitiveness of LNTU in the field of research and innovation, ensuring a more effective response to the needs of society and the labour market, can become the main strategic guideline for further scientific cooperation
- Expand opportunities for lecturers, researchers and students to attract international and national grants by creating a series of trainings to support researchers in supporting applications, preparing project documentation and managing research funding.

Overview of the planned development activities

- Improving research management services by introducing simplified processes for grant applications, intellectual property management and project reporting
- Implement a comprehensive funding strategy by diversifying sources, focusing on national and international grants, industry partnerships and philanthropic contributions, promoting public-private partnerships (PPPs), and working with businesses, government agencies and NGOs to secure RDC project co-found.

3.3.3. Student research supervision and doctoral studies

Requirements:

- A higher education institution involves students of all academic cycles in research, creative or project activity and systematically surveys student satisfaction with their supervision.
- Professionalism, effectiveness and the workload of supervisors are reasonably balanced, which ensures the quality of research papers and positive graduation rates.
- Students are guided to recognize plagiarism and to avoid it.
- Conditions have been created for the admission of international doctoral students and studies abroad for all doctoral students.
- A higher education institution involves recognized foreign scientists in providing doctoral studies and supervising doctoral theses.

Analysis

The Development Strategy of LNTU for 2021-2026 envisages strengthening the work on engaging students and postgraduates in research. Therefore, LNTU actively engages students of all higher education levels in research, creative initiatives and project work, which is an important stage of their professional and personal development. LNTU has created conditions for the active participation of students in scientific research; in particular, the university has the following: student research clubs (see Figure 19), 2 educational and scientific laboratories (STEM Lab, Study Travel Agency - STUDY TRAVEL), 2 educational and scientific production bureaus (Listech, Smart-cafe), 1 architectural and design bureau. In the clubs and laboratories, undergraduate and postgraduate students can get acquainted with the research results within their speciality and conduct their research, particularly as part of their course or qualification work, under the guidance of leading university scientists.

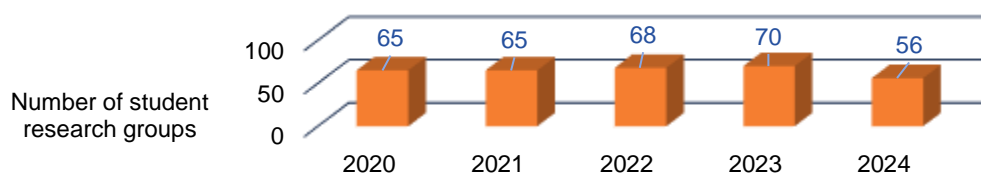


Figure 19. Number of student scientific circles at LNTU (2020-2024)

In general, the university is forming a model of academic entrepreneurship development. Its main goals are the development of innovative ideas and the capitalisation of new knowledge, which will contribute to the formation of entrepreneurial thinking and increase the competitiveness of graduates. For this purpose, the University established the Student Business Incubator, the Project Activity Department, the Startup School, the Legal Clinic, the School of Business and Law, and the Prosperous Studio Programming IT studio.

The university has implemented the Accent Project "Accelerating Innovation and Entrepreneurial Excellence in Higher Education Institutions," funded by the European Institute of Innovation and Technology.

The skills acquired at the relevant institutions allowed LNTU student teams to participate in the Humanitarian Demining - Technology Innovation Challenge at NAU (20.03.2024), International Competition of Business Projects and Startups within the framework of the VIII International Scientific Congress SOCIETY OF AMBIENT INTELLIGENCE 2024, 2023, 2022 (won 1st place in 2024 and 2022, won 2nd place in 2023), presentations of innovative projects of the Lab2Market UA 2.0 training programme within the framework of the Collaborate to Innovate: Dialogue between Science and Business event from the National IP&Innovations Hub (13.12.2024); EU4Youth Recovery through Social Entrepreneurship competition from Junior Achievement Ukraine (received Entrepreneurial Skills Pass Certificate ESP, 2024); the final pitch of the student startup competition within the framework of the Entrepreneurial University initiative from the YEP startup incubator, the Ukrainian Startup Fund with the support of the USAID Competitive Economy of Ukraine programme (startup 'Digital_rebuild_invest'), Acceleration programme Science-to-Market; Lab2Market UA programme of the forum 'IP&I management: How to commercialise your innovative product and make money' (innovative projects "Digital Rebuild Invest", "Multilayer chips", 13-14. 10.2023; Sikorsky Challenge startup competition of the XI Festival of Innovative Projects Sikorsky Challenge 2022: Innovative Transformation of Ukraine (26-28.10.2022), finalists); IV Competition of startup projects "Try it!" within the framework of the Create Creative Entrepreneurs project of the Creative Spark programme: Higher Education Enterprise Programme of the British Council Ukraine (winner in the DIGITAL TECHNOLOGY nomination, 11.2022), Sikorsky Challenge X startup competition of the Sikorsky Challenge 2021: Ukraine and the World Festival of Innovative Projects (the project "Environmentally Friendly Packaging Material" won the section in the nomination "Best Startup Solution to Customer Problems", the project "Multilayer Chips" became a finalist of the Festival of Innovative Projects).

In addition, LNTU holds scientific conferences and seminars (see Figure 20) and annual competitions of research papers in all specialities, where undergraduate and postgraduate students can present and discuss the results of their research and get acquainted with the research results of scientists and other students.

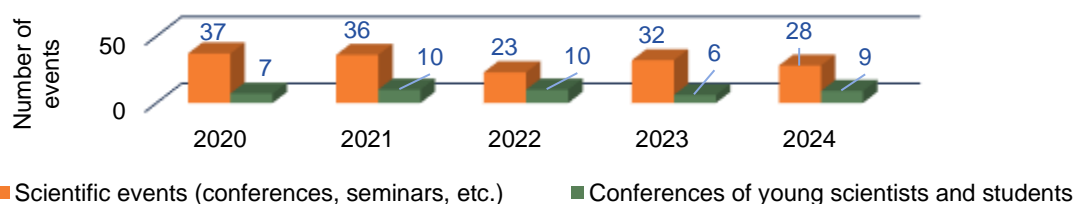


Figure 20. Number of scientific conferences and seminars at LNTU (2020-2024)



Figure 21. Number of winners of student research papers competitions at LNTU (2020-2024)

At LNTU, undergraduate and postgraduate students are involved in research projects, including international ones, covering both fundamental and applied research in various fields of science (see Figure 22), which makes the educational process more interactive and focused on solving specific problems, including industrial ones.

Students work with professors on joint developments and projects (for example, the vision for the Reconstruction of Avdiivka and the development of a robot manipulator for hazardous work). Students are also involved in interdisciplinary projects, which helps to develop teamwork skills, critical thinking and real-world problem-solving.

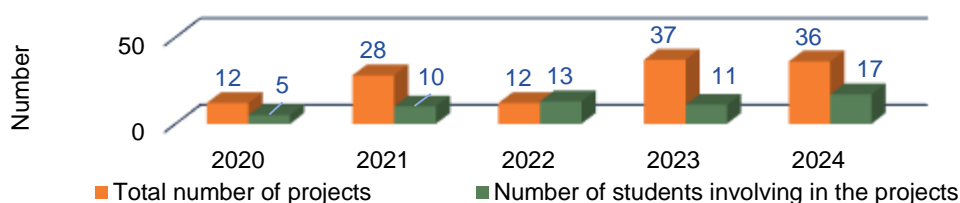


Figure 22. The number of research projects at LNTU funded by the special fund (2020-2024)

LNTU actively encourages students to participate in creative projects that involve creating innovative solutions, developing start-ups and participating in international competitions and exhibitions (for example, the Digital_Rebuild_Invest project). This allows students to implement their ideas, develop leadership skills, and gain experience in solving complex problems. Involvement of students in research, creative and project work is an integral part of the educational process at LNTU and helps them prepare for a successful career in their chosen field. Students publish their research results in articles and conference proceedings (see Figures 23-24).

The results of the scientific activity of students, postgraduates and doctoral students are analysed annually at the departments and presented in scientific reports.

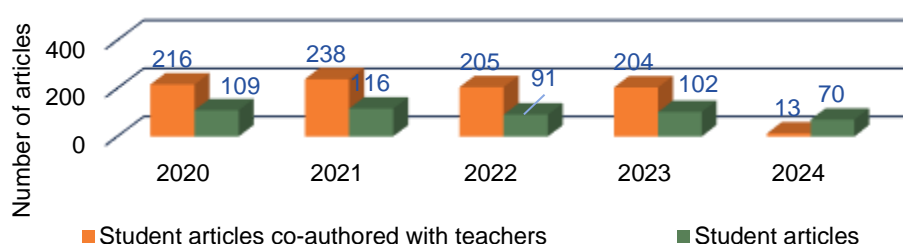


Figure 23. Number of articles published by students (2020-2024)

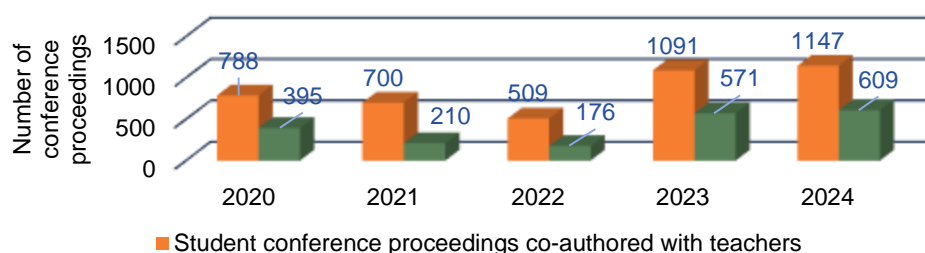


Figure 24. Number of conference materials (abstracts) published by students (2020-2024)

To ensure the high quality of PhD and doctoral dissertations at LNTU, a public presentation of the scientific results of the dissertation is held by a postgraduate student and their discussion at the department meeting, which results in a conclusion on the scientific novelty, theoretical and practical significance of the dissertation results. Data on the number of postgraduate and doctoral students at LNTU are presented in *Table 18*.

Table 18. Number of postgraduate and doctoral students at LNTU

Year of study	Academic year				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Postgraduate students					
1	22	15	89	83	39
2	11	22	15	89	83
3	7	11	22	8	89
4	7	7	11	14	7
Total	47	55	137	194	218
Doctoral students					
1	-	-	1	3	7
2	2	-	-	1	3
Total	2	-	1	4	10

By the Procedure for Exercising the Right to Academic Mobility at LNTU No. 735, postgraduate and doctoral students can improve their professional level, pedagogical skills and scientific qualifications by undergoing an educational and scientific internship in Ukraine and abroad. Academic mobility may include participation in credit academic mobility programmes, language and research internships, participation in seminars, workshops, conferences, training, webinars, master classes, joint educational and research projects, etc. The duration of participation in the academic mobility programme for postgraduate and doctoral students cannot exceed two consecutive years.

Postgraduate students and doctoral students of LNTU have done their research internships at Maria Curie-Skłodowska University, Winter Doctoral School "Sustainable, Inclusive and Smart Development in the Context of Decentralisation: The EU Experience" within the Jean Monet Chair project "Sustainable, Inclusive and Smart Development within Decentralisation Process: The EU experience", a course within the project "Unlocking the potential of localism for the development of social entrepreneurship in rural areas in Volyn" with the support of the House of Europe. (see *Table 19*)

Table 19. Academic mobility of postgraduate and doctoral students (2020-2024)

Indicator	Years				
	2020	2021	2022	2023	2024
Number of postgraduate students with academic mobility	-	5	13	4	6
Participation of PhD students in international projects	-	2	2	7	8

According to the Regulation of LNTU No. 812, a postgraduate student's supervisor may be an employee of LNTU who has a degree and relevant scientific qualifications. At the same time, foreign scientists can be co-supervisors of PhD students and advise them, helping them develop and conduct dissertation research and orienting postgraduate students to international standards of scientific research. Foreign scientists can also be involved in one-off dissertation defence councils; in particular, they can oppose dissertations. In general, postgraduate students are satisfied with the quality of the educational process, the level of scientific advice, the material base and the possibility of internationalising their research, as evidenced by the results of regular surveys.

The involvement of foreign scientists in the organisation of doctoral programmes is an important aspect of developing scientific and educational processes at LNTU. At LNTU, foreign scientists are actively involved in educating postgraduate students through lectures and joint international projects, which creates an opportunity for postgraduate students to work on topical issues within the framework of international cooperation. It also allows improving the quality of education, sharing knowledge and integrating modern scientific trends into PhD programmes.

Cooperation of LNTU with foreign universities and research centres helps create conditions for the mutual exchange of experience, scientific ideas and approaches, which is important for developing new research and increasing the competitiveness of postgraduate graduates.

Strengths

- Conditions have been created for the active participation of students and postgraduates in research and testing of their results (conferences, round tables, etc.), which contributes to the atmosphere of creative search and helps to unlock the intellectual potential of talented applicants.
- There are practices and procedures for internationalising research activities, including through the tools of joint research management with leading international scientists.
- A system of interaction with applicants has been established to form the institution of academic integrity in all areas of educational and scientific activity, and effective mechanisms have been created and are in place to familiarise undergraduate and postgraduate students with the basic principles of academic freedom.
- Students of the University have the opportunity to develop their creative potential and nurture the qualities of a researcher through solving practical problems by visiting the SCCB, and student research clubs, where they conduct research on relevant topics and meet with leading scientists.

Areas for further improvement

- The system of incentives for students and their supervisors needs to be intensified in the context of increasing the number of PhD/doctoral dissertations defended in one-time and permanent specialised councils of LNTU.
- External threats and uncertainty lead to mental health disorders of the participants in the educational process, which requires expanding the range of psychological support and identifying internal motives and reserves for successful thesis defence on time.
- Fluency in a foreign language is the key to a successful research career, which is why increasing the number of courses in English in PhD programmes is a strategic priority.

Overview of the planned development activities

- To access the modern world-class innovation infrastructure, there is a need to conclude agreements with leading universities in Ukraine and the EU to create joint PhD programmes, which will provide access to the best resources and the possibility of obtaining a double degree, among other things.
- The interdisciplinary outlook of modern science requires the creation of interdisciplinary research groups where postgraduate students from different fields can work on joint projects and solve complex scientific problems, including based on modern laboratories for interdisciplinary research and their provision with modern research equipment.

3.4. SERVICE TO SOCIETY

3.4.1. Popularisation of core activities of a higher education institution and its involvement in social development

Requirements:

- A higher education institution has a system for popularising its core activities.
- Employees of an institution of higher education participate in the activities of professional associations and, as experts, in social supervisory boards and decision-making bodies.

Analysis

Knowledge is a public good since people cannot be excluded from using it, and one person's use does not reduce its availability to others. Serving society is an opportunity to shape and promote the

third mission and goals of LNTU through research, education, and innovation. LNTU is open to cooperation with all stakeholders in such a service partnership - government bodies, universities, communities, private enterprises, non-governmental organizations, etc.

The 3rd mission plays an increasingly strategic role in working with the territory and society for social, cultural, and economic development. The implementation of the third mission aligns with SDG 17: strengthening the means of implementation and revitalizing the global partnership for sustainable development. LNTU strives to prepare alumni who aim to contribute both to their careers and to society. These goals are intended to foster intercultural understanding and the economic, social, and environmental development of all stakeholders in the community.

LNTU provides public services in the following areas, promoting the principles of diversity, equity, and inclusion:

- academic staff share their scientific and pedagogical expertise to foster scientific and technological progress and disseminate knowledge by creating partnerships and acting as advisors, experts, and consultants. This activity is carried out according to their capacities to support, develop, and strengthen the community and social resilience;
- providing material and technical base and resources for education, research, scientific and technical events, including a sports complex for training and holding competitions, library services, parking spaces, and green parks for communal use;
- initiating and participating in volunteer activities to raise awareness of environmental conservation, explaining traffic regulations, restoring forests and planting seedlings, promoting immunization and disease prevention, combat violence 2023 2024, and contributing to initiatives such as "Safe City" and others;
- offering mediation and psychological support services to help all community members peacefully resolve conflicts, engage in constructive communication, explore possible alternatives, and find common ground — ensuring balance and harmony in society;
- visiting orphanages, nursing homes, and hospitals to conduct educational thematic events and cultural entertainment;
- visiting other educational institutions for informational campaigns on cleanliness, waste management, and pressing issues related to achieving the Sustainable Development Goals;
- showcasing best practices for achieving sustainable development goals. LNTU can help develop cooperation between global priorities and local actions in this context.

Units implementing initiatives and projects within the third mission to strengthen dialogue and interaction between the university, industry, and society:

Department of Youth Policy and Social and Cultural Work – focuses on ensuring the integrity of educational efforts, creating favourable conditions for a personality's professional, moral, and aesthetic development, unlocking individual potential, fostering national self-awareness, promoting humanistic values, and encouraging creative thinking.

Branding and promotion office – develops a system for promoting LNTU's activities in scientific, educational, project-based, international, youth, and public sectors through various communication channels tailored to target audiences.

Veritas Legal Clinic provides free legal assistance. The Legal Clinic serves as a form of practical training through its social function, which includes legal education, free legal aid, and other community-oriented activities. The Center for Mediation and Psychology offers comprehensive psychological support and mediation services.

LNTU Youth Center provides students and young people with all the necessary resources for harmonious development and successful integration into modern society. The centre is open to the entire city community and serves as an inclusive space where individuals can use coworking facilities to organize and host their events.

CONTENTA Studio is a centre for digital infrastructure established by the public organization Cultural Platform of Zakarpattia with the support of the German Government and the United Nations Children's Fund (UNICEF) in Ukraine.

Veteran Development Center "LNTU VETERAN HUB" is a space of opportunities, a friendly environment, and social adaptation for veterans. The centre brings together youth and veterans to foster their interaction, organize joint events, and support initiatives.

LNTU Student Council is an independent, self-governing community that not only coordinates student activities within the university but also organizes entertainment, patriotic, and sports events to promote LNTU's initiatives.

The Educational and Research Center "Volyn Business Hub" facilitates the acquisition of relevant knowledge and practical skills, enabling Ukrainians to explore new career opportunities and take their first steps toward a new profession.

All these units are responsible for shaping and implementing the third mission policy in cooperation with the university administration, departments, faculties, and various experts.

LNTU is an active participant and mainly takes the lead in forming a network of internal and external relations with stakeholders. Engagement is crucial for democracy and ensuring communities remain at the heart of problem-solving. LNTU strives to support better decision-making, leading to more sustainable and equitable outcomes for all. Lutsk National Technical University plays a key role in shaping the city, region, and Ukraine's educational, scientific, and innovation space, actively working toward public and stakeholder engagement goals. The success of this mission largely depends on the effective involvement of stakeholders, including government representatives, local communities, regulators, businesses, the public sector, university alumni and students, employees, trade unions, and other social movements. Stakeholder engagement is essential, as stakeholders can amplify messages and strengthen LNTU's brand within communities. This requires alignment in cooperation between government authorities, businesses, NGOs, and LNTU to highlight the outcomes of collaborative efforts.

By working with stakeholders, LNTU achieves significant results in fostering a culture of engagement based on evidence, best practices, and meaningful participation.

LNTU implements the following stakeholder engagement tools:

- stakeholder surveys to identify their priorities based on interests and influence;
- communication to ensure alignment with sustainable development goals, assessing existing relationships and interests, and maintaining an appropriate level of stakeholder interaction;
- accountability in engaging stakeholders to recognize, understand, and address sustainability issues and report, explain, and take responsibility for decisions, actions, and overall performance.

LNTU academic staff actively contribute to shaping various development policies and participate in drafting strategies, policies, tactical plans, etc. Consultations and joint initiatives are held to improve youth infrastructure and implement sustainability initiatives. LNTU organizes open forums and panel discussions where authorities, the public, and academics discuss key regional challenges, fostering the "university-government-business" collaboration model. Additionally, students participate in advisory bodies within local and regional institutions. For instance, from 2021 to 2023, an LNTU staff member, and from 2024, a student, has served as the Chair of the Youth Council at Lutsk City Council. Engaging youth in local governance enhances their leadership skills to effectively implement youth policy.

LNTU maintains constant connections with its alumni, who have become successful professionals and industry leaders in their fields. Alumni are actively involved in mentoring programs, guest lectures, and masterclasses for students, chairing certification committees during thesis defences, and participating in the LNTU Alumni Association. Through alumni support, such as entrepreneurs and specialists in major companies, the university secures grants for laboratory equipment and contributes to the launch of new academic programs. LNTU's career development platform helps students secure internships and jobs in their fields and develop startups with mentorship from experienced alumni.

Academic staff of LNTU actively participate in the management of state institutions, private companies, non-governmental organizations, and foundations as members of supervisory boards. LNTU Academic staff also engage in professional associations and unions (*see Table H.1, Appendix H*).

It is essential to actively inform academic staff, students, and postgraduate students about participation opportunities to expand the network of participants in professional unions, associations, and decision-making bodies.

Serving society can help LNTU and its stakeholders achieve both tactical and strategic goals, beginning with collecting data and analyzing development trends, increasing reporting transparency and strengthening public trust with individuals or groups whose support is crucial to long-term success, stimulating innovation, promoting sustainability, and implementing organizational changes necessary to address modern challenges and opportunities.

Strengths

- The organization of structural units' activities responsible for serving society aligns with LNTU development strategy, and they have defined functions distinct from those of other departments.
- The goals of popularizing LNTU's activities are achieved through various communication channels and help enhance its image and brand reputation as a socially responsible university.
- LNTU academic staff are involved in working with domestic and international professional associations and unions.

Areas for further improvement

- Research on the impact of brand recognition and the quality of services at LNTU on its image, trust, and long-term loyalty.
- Involving alumni in cooperation with the university and the development of activities (as guest lecturers, demonstrating sustainable development practices, consulting collaboration, etc.) and the development of the LNTU Alumni Association.
- Publishing the annual sustainability report of LNTU will demonstrate a continuous commitment to SDG and illustrate the outcomes of sustainable practices that create economic, social, and environmental value for the community, region, and society.

Overview of the planned development activities

- Development of a communication interaction plan between government bodies, businesses, NGOs, and LNTU based on institutional autonomy and the integration of education and science, aimed at showcasing the results of joint efforts in developing Ukraine's competitive human capital.
- Informing academic staff and postgraduate students about the importance of membership in professional associations and participation in national professional conferences.
- Supporting youth participation in representative democracy, activities related to the development and implementation of youth and veterans' policies, and proposing measures for its improvement through representation in youth organizations.

3.4.2. Continuing education and other educational activities for the general public

Requirements:

- A higher education institution has defined its objectives regarding continuing education and measures their implementation.
- Continuing education is planned in accordance with the needs of target groups and with the potential and purposes of an institution of higher education.
- Participant satisfaction with the quality of continuing education is regularly surveyed and the results are used in planning improvement activities.

Analysis

One of the goals of the LNTU Development Strategy is to introduce new forms of continuous education and lifelong learning based on the needs of course trainees and the labour market. LNTU actively supports the concept of lifelong learning by offering educational programs for various population categories. This ensures modern knowledge, professional skills, and competitiveness in the labour market, regardless of age or professional experience.

LNTU offers various types of continuous education courses: post-degree courses, professional certificate courses, internships, professional events, online courses, language courses, and more. Since 2021, most of the professional development courses have been moved online; starting from 2022, new courses adapted to the conditions of martial law have been available on digital learning platforms, both by LNTU itself and in partnership with platforms like Coursera, Khan Academy, edX, Udacity, Udemy, Prometheus, EdEra, FutureLearn, OpenUp, Stanford Online, Codecademy, and others. Interactive platforms supporting video lectures, practical tasks, and discussions with instructors are used. Plans include adding digital certificates upon the successful completion of courses. The digital learning system will improve access and education quality while upholding the principles of diversity and inclusion.

Whether it's the "Children's University" (for younger children), "Research Workshops" (for older students), microcredit professional development courses, or continuous education programs, LNTU offers many opportunities for lifelong learning. Annually, in celebration of International Children's Day, LNTU opens the "Children's University," where children learn about the patterns and specifics of scientific experiments and explore the wonders of the environment. Courses for schoolchildren enhance their knowledge and skills, increasing their interest in studying at LNTU. In partnership with the Volyn Regional Minor Academy of Sciences of Ukraine, LNTU provides over 10 practical and research-oriented courses. Over 60% of students defend their scientific research projects and win prizes at all-Ukrainian and international competitions. Over 15% of students who attended the schoolchildren's courses later enrolled at LNTU. Promoting education and science among youth is also carried out through scientific picnics. LNTU collaborates with state and private general education institutions, offering them elective courses based on the curriculum.

LNTU offers retraining programs for professionals wishing to change careers or acquire new competencies. For example, courses in IT technologies, process automation, energy efficiency, project management, etc. For working professionals, LNTU provides short-term courses to refresh their knowledge in their field. The courses cover topics such as digital business transformation, environmental management, risk management, financial literacy, marketing, and sales in the digital age. The certified programs meet international standards and provide a competitive edge in the labour market.

Courses on digital skills development, cybersecurity, mediation, digital and adaptive leadership, first aid, civil protection, and other courses are in high demand. According to other training agreements, continuous education is organized for managers and employees of PrJSC "SKF Ukraine," LLC "Modern-Expo," public administrators, teaching staff, and others. In 2023-2024, under a memorandum between the State Emergency Service of Ukraine in Volyn region and Lutsk National Technical University, more than 80 people were trained in the qualification improvement course "Training of External Pilots (Operators) of Unmanned Aerial Vehicles."

VETERAN HUB LNTU, in partnership with the Ministry of Veterans Affairs of Ukraine, has offered training courses for veteran support specialists since 2024. These courses aim to effectively reintegrate veterans into territorial communities and promote access to resources and services that improve the quality of life for veterans and their families.

The university also provides training at the Department of Military Training, where in the 2024-2025 academic year, 176 students have enrolled in military speciality programs: combat application of mechanized units, military units, and subdivisions; combat application of formations, military units and ground artillery units. Students who wish to earn an officer reserve rank and their higher education diploma choose training at the Department of Military Training. This expands the career

opportunities for young specialists and enhances their prospects for future employment.

LNTU creates opportunities for learning for members of the older generation as well. Courses on mastering digital technologies (using smartphones, internet banking, or social networks, communication interaction, and personal development programs, including psychological training and lectures on a healthy lifestyle) are offered.

However, only a few LNTU academic staff participate as course instructors. The growing demand for courses related to sustainable development, green auditing, and the strategy and methodology of green and digital skills highlights the opportunity to involve new specialists in their development. The number of academic staff is planned to be increased by recognising their participation in continuous education within the LNTU ranking system.

Table 20 presents the key indicators of continuous education.

Table 20. Continuous Education at LNTU in 2020-2024

Key indicators	2020	2021	2022	2023	2024
Total participants in continuous education	3441	3831	2853	5036	6288
including postgraduate education, people	81	149	709	670	535
students of Volyn Regional Minor Academy of Sciences of Ukraine, people	18	22	21	28	37
students of other general secondary education institutions, people	3321	3335	1332	3349	3456
other participants, people	21	325	791	989	2260
Total academic hours of continuous education	17814	24400	69227	72176	61888
Total ECTS	594	813	2308	2406	2063
Number of master's educational programs	30	41	44	43	45
Number of short-term courses	15	18	20	24	32

Thanks to the support of international organizations, Ukraine has seen an increase in the number of international projects conducted through summer, winter, and spring schools during the martial law period. Implementing continuous education improvement plans at LNTU will address regional and interregional challenges, particularly by strengthening ties with the private sector and enhancing the knowledge and skills necessary for the modern workforce.

Strengths

- The growth in the number of participants in continuous education at LNTU is driven by offering courses that align with labour market needs. All courses are adapted to both online and offline learning formats. Alumni are valued in the labour market for acquiring the necessary knowledge and practical skills, and they earn high salaries in Ukraine and abroad.
- The implemented educational courses and programs create economic, ecological, and social value by transferring the learning and research results to the community/country.
- LNTU has developed a system of extracurricular educational and scientific activities, starting from primary school, increasing the scope of research-oriented programs for secondary schools, and conducting olympiads, tournaments, competitions, scientific research contests, hackathons, and more.

Areas for further improvement

- Expansion of the plan for courses, training, and other activities aimed at promoting inclusive education, equality, fairness, non-discrimination, sustainability, and promoting civic competencies in higher education.
- Implementing digital learning management tools will improve access to and the quality of higher education, particularly for individuals with fewer opportunities, and increase the participation of learners located in remote areas.
- Popularization of learning and research among adolescents to explore the world through science, creating technological projects, start-ups, and the development of initiative and entrepreneurship among students.

Overview of the planned development activities

- Strengthening the involvement of the university's academic staff in conducting continuous education courses by evaluating their contribution through the LNTU academic staff ranking indicators.
- Development of digital solutions that expand citizens' learning opportunities through distance education and innovations in teaching and research, as well as the creation of programs and courses that better meet inclusive needs.
- Strengthening the scientific, technical, and innovative potential by fostering connections between education, scientific research, and business in the fields of digitalization and green transformation.

3.4.3. Other public-oriented activities

Requirements:

- Public-oriented activities are purposeful, the results of the activities are periodically evaluated, and improvements are introduced based on those evaluations.
- A higher education institution enhances community welfare by sharing its resources (library, museums, sports facilities, etc.) and/or by organising concerts, exhibitions, performances, conferences, fairs and other events.

Analysis

LNTU has a long history of bringing together various stakeholders. The university provides services for different target groups (from children to the elderly), including a library, a sports complex, concert and exhibition halls, Volyn Business Hub, and the Center for Teaching Excellence. It also organizes events and courses for school students, youth, and participants of the Volyn Regional Minor Academy of Sciences of Ukraine. Additionally, LNTU offers accommodation services and rents out facilities for conferences and seminars. LNTU's partners (such as Volyn Regional Minor Academy of Sciences of Ukraine, the NGO "Youth Platform", other public organizations, general secondary education institutions, and vocational training institutions) frequently use university facilities to host scientific, technical, and sociocultural events. The impact of research and development on society is analyzed in Section 3.3.

Scientists at LNTU contribute to shaping national and regional strategies and policies through applied research. Notable initiatives include the implementation of youth policy within the Lutsk Municipal Territorial Community until 2027, the Youth Development Strategy for the Lutsk Municipal Territorial Community until 2027, the Development Strategy for the Turiysk amalgamated Community, strategic planning for the development of Polish-Ukrainian border areas in response to contemporary challenges, the development of digital tools for promoting community investment proposals, and soil research from the war zone. LNTU students participated in the "Planning Together" competition, a six-month collaborative project that brought together student teams from Ukraine and Canada to design innovative solutions for the reconstruction of damaged cities in Ukraine.

LNTU Branding and Promotion Office develops communication strategy through various channels, making information about community service and social initiatives visible to the public and opening new opportunities for collaboration. Compared to the largest universities in Ukraine, LNTU serves as a leading institution in the fields of technology, engineering, IT, business, administration, and research-driven collaboration with enterprises, institutions, and organizations in the media domain. A key strategic objective for LNTU is enhancing its impact in craft technologies, design, and green transformation.

The LNTU Library provides comprehensive information and bibliographic services, ensuring unrestricted access to knowledge, information, communication, and leisure resources, thereby making a significant contribution to community development. The reading halls, offering open access to Scopus and Web of Science databases, as well as electronic resources supported by international partners such as Clarivate, Elsevier, Research4Life, and Bentham Science, are particularly in demand among visitors. In 2024, the library had 3,753 registered readers. The library integrates four key functional spaces: a learning space, an inspirational space, a meeting place, and an event space.

LNTU actively initiates and participates in charitable initiatives and volunteer activities, which have significantly intensified since 2022. The university substantially supports Ukraine's Security and Defense Forces, internally displaced persons, volunteers and more. The synergy of patriotic efforts from various sectors - including scientists, educators, students, major enterprises representatives, business structures in Volyn, and local and regional authorities - has resulted in systematic and meaningful assistance to the military, bringing victory closer every day. In 2023 and 2024, LNTU hosted various volunteer-focused events, including the Volunteer Initiatives Forum, panel discussions, volunteer initiative alleys, and exhibitions. Since 2022, LNTU staff and students have launched multiple volunteer initiatives, such as logistics, collection of food, medicine, and essential supplies for soldiers and affected civilians, provision of meals for internally displaced persons and military personnel, and weaving camouflage nets. Fundraising events are regularly organized to support military personnel, and visits to soldiers in military hospitals are conducted. LNTU students participated in a competition in the course "Legislation", donating the prize money to the Armed Forces of Ukraine. For the fifth consecutive year, LNTU representatives have joined the international patriotic run "Honoring Warriors: Running for the Heroes of Ukraine."

The university actively cooperates with units of the Armed Forces of Ukraine (AFU) and the State Emergency Service of Ukraine (SESU), fulfilling special orders such as developing sapper probes, protective mechanisms, and other engineering solutions (see Table H.2 in Appendix H). These initiatives demonstrate LNTU's active role in supporting military personnel and veterans, helping them adapt to civilian life and fostering their professional and personal growth. Volunteerism is also an integral part of the university community, promoting civic awareness among students and supporting those in need.

In 2023, a dormitory was renovated to accommodate internally displaced students and academic staff. The reconstruction was funded by the European Union as part of the project "Reconstruction of the LNTU Educational and Laboratory Building into a Dormitory for IDPs" under the supervision of the Nordic Environment Finance Corporation (NEFCO).

To enhance collaboration in technology development and transfer, LNTU operates a business innovation centre - an information and communication platform within the university's scientific and innovation infrastructure. This centre fosters an environment for intellectual capital concentration, idea generation, new scientific knowledge creation, and technology transfer: "Innovation Park." The Technology and Innovation Support Center is an international project supporting invention, innovation, and startup initiatives (see Section 3.2). To achieve its innovation goals, LNTU has launched the reconstruction of the "Meridian" building, transforming it into the "Innovation Park" - a modern business hub for students that will serve as an additional platform for business and scientific development in the region.

Public events bring the university closer to society — at conferences and seminars, LNTU researchers implement scientific achievements, engaging entrepreneurs and citizens. For example, Robo-Sumo, a regional robotics competition, was held at LNTU in 2023 and 2022, while the Cyber Hackathon took place in 2024 and 2023. At the invitation of the Volyn Regional Minor Academy of Sciences of Ukraine, LNTU actively participates in annual science picnics aimed at promoting science among children and adults. Another collaboration area with the Volyn Regional Minor Academy of Sciences of Ukraine is #StartUpBranches, a startup project competition for school students in 2024 and 2023. Additionally, LNTU has been involved in organizing the XIX All-Ukrainian Law Olympiad (2024), the regional tournament of young economists, the student scientific-practical conference

"Volyn in the Researches of Young Scientists," and the implementation of the national project by the Volyn Regional Minor Academy of Sciences of Ukraine, "Professional Development of Youth for the Future".

LNTU actively promotes cultural and sports activities aligned with its strategy. The university has creative ensembles that participate in dance and singing festivals, earning national and international awards.

The university features a sports complex with a swimming pool, gym, sports halls, and a stadium, including a certified throwing sports sector. The facility offers discounted access for students, staff, and alumni. The number of sports club members doubled after the 2023 renovation. The Department of Physical Education and Sports provides flexible opportunities for students to combine their athletic careers with studies and research. LNTU contributes to society through the organization of community sports events.

LNTU enhances community well-being by sharing its resources supporting its third mission. The university takes responsibility for social projects and initiatives, ensuring their intentional planning, impact assessment, and continuous improvement to strengthen its social commitments.

Strengths

- LNTU academic staff contribute to developing policies and strategies for Volyn region, local communities, and public organizations.
- LNTU provides free access to high-quality scientific information.
- Cultural ensembles, the "Kontenta" studio, the Youth Center, and the sports complex promote high-level cultural and sports activities.

Areas for further improvement

- Promoting social responsibility initiatives in socio-economic recovery, addressing social, economic, and environmental inequalities, and ensuring peace and security.
- Participation in the formulation and implementation of international cooperation projects based on multilateral partnerships.
- Organizing activities related to cultural development, the promotion of youth movements, public initiatives, and physical education among LNTU staff and stakeholders.

Overview of the planned development activities

- Launching an annual sustainability forum, where stakeholders will demonstrate the economic, environmental, and social value achieved by sharing learning and research results with the community/country.
- Implementing sustainability strategies for international and national projects and programs, aligned with the LNTU internationalization strategy.
- Expanding the plan of cultural (participating in the anniversary congress of monarchs, where LNTU is appointed as the organizer of a theatrical event showcasing costumes, crafts, and food of those times), physical, and mental health activities to foster social cohesion.

Rector
14/03/2025



Iryna VAKHOVYCH

4. APPENDICES

Appendix A

STATUTE OF LNTU

DEVELOPMENT STRATEGY FOR LUTSK NATIONAL TECHNICAL UNIVERSITY FOR 2021-2026 YEARS

THE HUMAN RESOURCES DEVELOPMENT STRATEGY 2021–2025

THE INTERNATIONALIZATION STRATEGY 2021–2025

THE DIGITAL TRANSFORMATION STRATEGY 2023–2028

STRATEGY FOR THE DEVELOPMENT OF THE INTERNAL QUALITY ASSURANCE SYSTEM OF HIGHER EDUCATION AT LNTU FOR 2024–2029

THE INTERNAL QUALITY ASSURANCE SYSTEM DEVELOPMENT STRATEGY 2024–2029

POLICY FOR INTERNAL QUALITY ASSURANCE OF EDUCATIONAL ACTIVITIES

TARGET PROGRAMME FOR EDUCATIONAL ACTIVITIES AND ENSURING THE QUALITY OF EDUCATION OF LNTU FOR 2021-2026

REGULATION NO. 760 ON THE STUDY PROGRAMME AT LNTU

REGULATION NO. 772 ON THE STUDY PROGRAMME LEADER AT LNTU

THE TARGETED PROGRAMME FOR RESEARCH AND INNOVATION DEVELOPMENT 2021–2026

REGULATION NO. 839, "ON THE ORGANIZATION OF THE EDUCATIONAL PROCESS AT LUTSK NATIONAL TECHNICAL UNIVERSITY"

REGULATION 745 ON NON-FORMAL AND INFORMAL EDUCATION AT LUTSK NATIONAL TECHNICAL UNIVERSITY

REGULATION NO. 781 ON THE PROCEDURE FOR CONDUCTING COMPETITIONS AND APPOINTING ACADEMIC STAFF AT LNTU

OPEN SCIENCE POLICY OF LNTU

The organizational chart has been reviewed and approved by the Academic Council, protocol No. 5 of 10.12.2020, and implemented by order No. 513-95-35 of 11.12.2020 g. with amendments: protocol No. 9 of 27.03.2021 – order No. 260-95-35 of 01.04.2021, protocol No. 12 of 30.06.2021 – order No. 442-05-35 of 30.06.2021, protocol No. 2 of 30.08.2021 – order No. 602-95-35 of 01.10.2021, protocol No. 1 of 30.08.2022 – order No. 448/01.02 of 01.09.2022, protocol No. 1 of 26.08.2023 – order No. 249/01.02 of 01.09.2023, protocol No. 3 of 26.12.2023 – order No. 433/01.02 of 30.12.2023, protocol No. 5 of 26.12.2023 – order No. 448/01.02 of 30.12.2023, protocol No. 11 of 04.05.2024 – order No. 341/01.02 of 07.06.2024, protocol No. 11 of 04.05.2024 – order No. 265/01.02 of 22.06.2024, protocol No. 12 of 26.05.2024 – order No. 271/01.02 of 26.06.2024, protocol No. 5 of 16.01.2025 – order No. 28/01.02 of 16.01.2025.

ORGANISATIONAL CHART OF LUTSK NATIONAL TECHNICAL UNIVERSITY

Approved

Rector

Prof. Iryna VAKHONVYCH

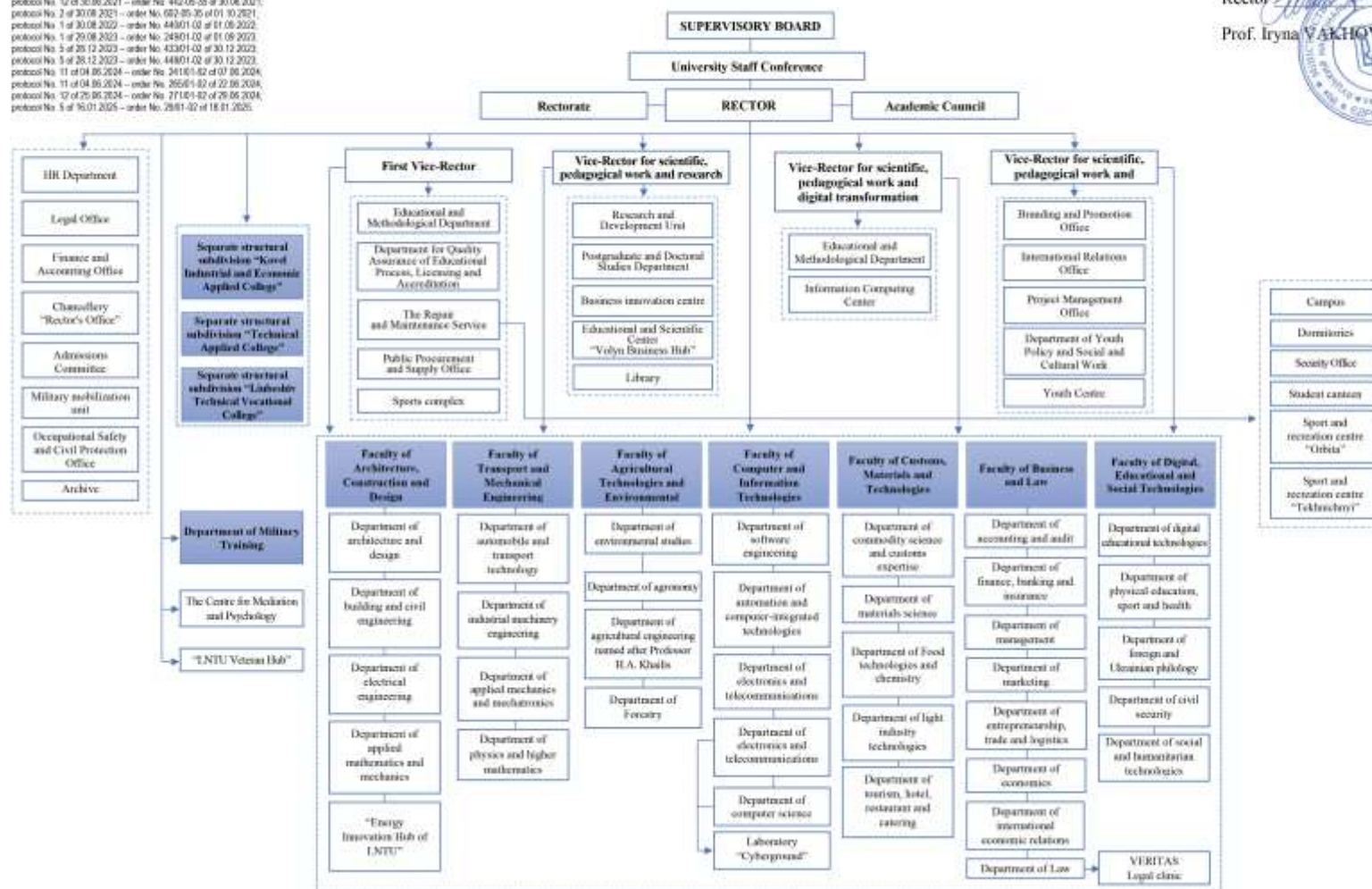


Figure A.1. Organisational Chart of Lutsk National Technical University

Appendix B

LNTU Educational Portfolio

Table B.1. List of educational programs for which training is carried out in the 2024-2025 academic year at Lutsk National Technical University

Code and title of field of study	Code, the title of specialities approved by Resolution of the CMU dated April 29, 2015, No. 266, with amendments	Title of study programme	Level of higher education		
			Bachelor	Master	PhD
01 Education/ Pedagogy	011 Education science	011 « Educational and pedagogical science (Inclusive education)»		Accredited	
	014 Secondary education	014.09 Secondary education. Informatics	Accredited		
	014 Secondary education	014 Secondary education (Physical Education)	Accredited		
	015 Vocational education	015.39 Vocational education (Computer technologies)	Accredited	Accredited	
	017 Physical education and sport	017 Physical education and sport	Non- accredited	Accredited	Non- accredited
02 Culture and arts	022 Design	022 Design	Accredited	Accredited	Non- accredited
	022 Design	022.01 Graphic design	Non- accredited		
	022 Design	022.03 Landscape design	Non- accredited		
	035 Philology	035.10 Philology (Applied linguistics)	Accredited		
05 Social and behavioral studies	051 Economics	051 Economics	Accredited	Accredited	Accredited
	051 Economics	051 Personnel management and labour economics	Accredited	Accredited	
29 International relations	292 International economic relations	292 International economic relations	Accredited	Accredited	
05 Social and behavioral studies	053 Psychology	053 Psychology	Accredited		
06 Journalism	061 Journalism	061 - Media communications and PR	Non- accredited		
07 Management and administration	071 Accounting and taxation	071 Accounting and taxation	Accredited	Accredited	
	072 Finance, banking, insurance and funding	072 Finance, banking and insurance	Accredited	Accredited	Accredited
	073 Management	073 Management	Accredited	Accredited	Accredited
	075 Marketing	075 Marketing	Accredited	Accredited	Non- accredited
	075 Маркетинг	075 Digital Marketing	Non- accredited		
	076 Business and trade	076 Commodity and customs expertise	Non- accredited	Accredited	
	076 Business and trade	076 Customs affairs and trade	Accredited		
	076 Business and trade	076 Entrepreneurship and Business Administration	Non- accredited	Accredited	

	076 Business and trade	076 Business, trade and exchange activities			Accredited
	076 Business and trade	076 Logistics	Accredited	Accredited	
08 Law	081 Law	081 Law	Accredited	Accredited	
28 Public management and administration	281 Public management and administration	281 Public management and administration		Accredited	
	281 Public management and administration	281 Public management and administration of youth policy		Non-accredited	
10 Natural science	101 Environmental studies	101 Environmental studies	Accredited	Accredited	
11 Mathematics and statistics	113 Applied mathematics	113 Artificial intelligence and data array analysis	Non-accredited	Accredited	
	113 Applied mathematics	113 - Mathematical modelling and numerical analysis			Non-accredited
	113 Applied mathematics	113 Mechanics of a deformative solid-state body			Accredited
12 Information	121 Software engineering	121 Software engineering	Accredited	Accredited	Non-accredited
	122 Computer science	122 Computer science	Accredited	Accredited	
	123 Computer engineering	123 Computer engineering	Accredited	Accredited	
	125 Cybersecurity and data protection	125 Cybersecurity	Accredited		
	126 Information systems and technologies	126 Information systems and technologies	Non-accredited		
13 Mechanical engineering	131 Applied mechanics	131 Applied mechanics	Accredited	Accredited	Accredited
	131 Applied mechanics	131 Metalworking equipment and robotic production systems	Non-accredited		
	132 Materials science	132 Materials science	Accredited	Accredited	Accredited
	132 Materials science	132 Industrial engineering and management	Non-accredited		
	133 Industrial machinery engineering	133 Industrial machinery engineering	Accredited	Non-accredited	Accredited
14 Electrical engineering	141 Electrical energetics, electrical engineering and electromechanics	141 Electrical energetics, electrical engineering and electromechanics	Accredited	Accredited	
17 Electronics, automation and electro-communications	171 Electronics	171 Electronics	Accredited	Accredited	
	171 Electronics	171 Sensor electronics			Non-accredited
	171 Electronics	171 Car electronics	Non-accredited		
	172 Electro-communications and radio engineering	172 Computerized telecommunication networks	Accredited	Accredited	
	174 Automation and computer-integrated technologies and robotics	174 Automation and computer-integrated technologies	Accredited	Accredited	

18 Manufacturing and technology	174 Automation and computer-integrated technologies and robotics	174 Control system for unmanned aerial vehicles	Non-accredited		
	174 Automation and computer-integrated technologies and robotics	174 Systems of management and diagnostics of technological equipment		Accredited	
	175 Information-measuring technologies	175 Metrology and information-measuring technology	Accredited		
	176 Micro- and nano-system technology	176 Micro- and nano-system technology	Accredited	Accredited	
	181 Food technology	181 Food technology	Accredited		Non-accredited
	181 Food technology	181 Expertise in food products and food raw materials	Non-accredited		
	181 Food technology	181 Craft food technology		Accredited	
	182 Consumer industry technologies	182 Consumer industry technologies	Accredited		
	182 Consumer industry technologies	182 Fashion industry	Non-accredited		
	182 Consumer industry technologies	182 Technologies and design in the fashion industry		Accredited	
19 Architecture and Construction	187 Woodworking and furniture technologies	187 Woodworking and furniture technologies	Non-accredited		
	191 Architecture and town planning	191 Architecture and town planning	Accredited	Accredited	
	192 Building and civil engineering	192 Building and civil engineering	Accredited	Accredited	
20 Agricultural sciences and food	201 Agronomy	201 Agronomy	Accredited	Accredited	
	205 Forestry	205 Forestry	Accredited	Accredited	
23 Social work	208 Agricultural engineering	208 Agricultural engineering	Accredited	Accredited	
	232 Social welfare	232 Social welfare	Accredited		
	232 Management in the social welfare system	232 Management in the social welfare system		Accredited	
24 Services	241 Hotel, restaurant and catering	241 Hotel, restaurant and catering	Accredited	Accredited	
	242 Tourism and recreation	242 Tourism	Accredited	Accredited	Non-accredited
26 Civil security	263 Civil security	263 Civil security	Accredited	Accredited	
27 Transport services	274 Motor vehicle transport	274 Motor vehicle transport	Accredited	Accredited	Non-accredited
	274 Motor vehicle transport	274 Automotive engineering		Non-accredited	
	275 Transport technology	275.03 Transport technology (on automobile transport)	Accredited	Accredited	

Table. B.2. Regulatory documents (in Ukrainian)

Table. B.2.1. List of LNTU strategies

Title of the Document	Approval Date	Links
№766 Development strategy of Lutsk National Technical University for the period 2021-2026 (version 03)	23.02.2023	https://surl.li/dutnji
№616 Strategy of Internationalization of Lutsk National Technical University for the period 2021-2025	12.01.2021	https://surl.li/iiukih
№694 Communication and Branding Strategy of Lutsk National Technical University for the period 2021–2025	27.03.2021	https://surl.li/zqyqln
№759 Human Resources Development Strategy of Lutsk National Technical University for the period 2023–2027	27.12.2022	https://surl.li/zluqy
№804 Digital Transformation Strategy of Lutsk National Technical University for the period 2023-2028	24.10.2023	https://surl.li/tcpcxl
№843 Strategy for the Development of the Internal Quality Assurance System of Higher Education at Lutsk National Technical University for the period 2024–2029	29.06.2024	https://surl.li/xduwri

Table B.2.2. List of LNTU target programs

Title of the Document	Approval Date	Links
№ 614 Target program of Prospective Development Scientific and Innovative Activities of Lutsk National Technical University for the Period 2021-2026 (a draft of the target program)	12.01.2021	https://surl.li/kalcqm
№ 615 Target Program of Prospective Development of Infrastructure and Reform of the Organization of Maintenance Activities at Lutsk National Technical University for the Period 2020–2025	12.01.2021	https://surl.li/gyjirda
№ 617 Target Program of Integration into the International Educational and Scientific Space at Lutsk National Technical University	12.01.2021	https://surl.li/wmuasx
№ 618 Target Program of Prospective Development of Scientific and Innovative Activities at Lutsk National Technical University for the Period 2021–2026	12.01.2021	https://surl.li/yuwlzu
№ 641 Target Program of Educational Activities and Quality Assurance of Education at Lutsk National Technical University for the Period 2021-2026	03.03.2021	https://surl.li/ddoztr

Table B.2.3. List of LNTU policies and concepts

Title of the Document	Approval Date	Links
№538 Concept of Training Specialists via the Dual Education System at Lutsk National Technical University	06.02.2020	https://surl.li/msuicy
№737 Policy of Internal Quality Assurance of Educational Activities at Lutsk National Technical University	29.09.2022	https://surl.li/pfzqzb
№795 LNTU Policy on Preventing Conflict of Interest	29.09.2023	https://surl.li/fzxirg
№796 LNTU Policy on Gifts and Hospitality	29.09.2023	https://surl.li/eyxtdt
№798 LNTU Policy on the Organisation of Informing about Corruption	29.09.2023	https://surl.li/oolua
№ 813 Concept of National-Patriotic Education for LNTU Students	29.12.2023	https://surl.li/nlfvpx
№827 Gender Equality Policy of Lutsk National Technical University	30.03.2024	https://surl.li/ehnmfv
№873 Information Security Policy of Lutsk National Technical University	30.10.2024	https://surl.li/qvuxhp

Table B.2.4. LNTU regulatory documents aimed at stimulating the strengthening of the university's human resources potential

Title of the Document	Approval date	Links
№ 815 The Honour Code of Lutsk National Technical University	16.02.2024	https://surl.li/oehimi
№ 503 On the awarding of honorary titles of Lutsk National Technical University	02.06.2018	https://surl.li/wgikng
№ 549 On advanced training and internships of pedagogical and scientific-pedagogical employees of Lutsk National Technical University	07.05.2020	https://surl.li/pgcfti
№ 812 On the training of PhD students and Doctorate students at Lutsk National Technical University Edition	29.12.2023	https://surl.li/xnfwap
№ 652 Regulations on the procedure for appointment and dismissal of the dean of a faculty of Lutsk National Technical University	27.03.2021	https://surl.li/zyvdry
№ 773 Regulations on Ethics and Academic Integrity Commission at Lutsk National Technical University Edition 2	28.03.2023	https://surl.li/pilwix
№ 781 Regulations on the procedure for conducting competition and appointing scientific and pedagogical employees to positions at Lutsk National Technical University	27.04.2023	https://surl.li/pzvhyv
№ 677 Regulations on the rating evaluation of scientific and pedagogical staff at Lutsk National Technical University and amendments thereto No. 741	01.07.2021 27.10.2022	https://surl.li/fxzrqu https://surl.li/okabff
№ 708 Regulations on the financial award of scientific and pedagogical staff of LNTU for high indicators in scientific, technical and innovative activity and special achievements in the training of scientific and pedagogical personnel.	27.12.2021	https://surl.li/jhdhws
№ 735 Procedure for implementation of the right to academic mobility at Lutsk National Technical University	29.09.2022	https://surl.li/lyeavn
№ 700 Methodology for self-assessment of general and professional competencies of scientific and pedagogical employees of Lutsk National Technical University, the content of their teaching activities and/or job responsibilities.	25.11.2021	https://surl.li/vpvjmg
№ 685 Regulations on the calculation of allowances for scientific and pedagogical staff of Lutsk National Technical University who provide training in a foreign language.	30.09.2021	https://surl.li/uopgik
№ 730 Regulations on the procedure for awarding bonuses, establishing additional payments and allowances, and providing material assistance to employees	30.06.2022	https://surl.li/levoxb
№ 862 Procedure for calculating the number of full-time equivalents of scientific and pedagogical employees of Lutsk National Technical University Edition 2	30.08.2024	https://surl.li/znntkm
№ 845 Regulations on approval of time standards for planning and accounting of educational work and lists of main types of work of scientific and pedagogical staff at Lutsk National Technical University Edition 3 (with amendments)	02.07.2024	https://surl.li/wuadmd

Table B.2.5. LNTU regulatory documents aimed at organising the educational process and ensuring its quality

Title of the Document	Approval Date	Links
№ 641 Target Program of Educational Activities and Quality Assurance of Education at Lutsk National Technical University for the Period 2021-2026	03.03.2021	https://surl.li/ddoztr
№737 Policy of Internal Quality Assurance of Educational Activities at Lutsk National Technical University	29.09.2022	https://surl.li/pfzqzb
№ 839 Regulations on the organization of the educational process at Lutsk National Technical University Edition 4	29.06.2024	https://surl.li/yvtfon
№ 551 Regulations on the appeal of the results of the final knowledge control of students at Lutsk National Technical University.	07.05.2020	https://surl.li/ambdcf
№ 552 Procedure for conducting instrumental checking for academic plagiarism of texts, manuscripts of qualification works/projects of students, dissertation manuscripts and manuscripts of articles submitted for publication in periodicals at Lutsk National Technical University	30.04.2020	https://surl.li/rtpnvk
№ 574 Regulations on appeal of the results of certification of students at Lutsk National Technical University	26.06.2020	https://surl.li/wafsoo
№ 620 Regulations on educational and methodological support of the educational process of Lutsk National Technical University (with amendments)	28.01.2021	https://surl.li/hymwfd
№ 660 Regulations on the dual form of obtaining higher education at Lutsk National Technical University	27.04.2021	https://surl.li/frnaou
№ 666 Regulations on electronic educational resources at Lutsk National Technical University	27.04.2021	https://surl.li/jurjek
№ 684 Procedure for organizing the educational process with the teaching of academic disciplines in foreign languages at Lutsk National Technical University	30.09.2021	https://surl.li/rvgwef
№ 692 On the organization of the choice of academic disciplines and the formation of the selective component of educational and working curricula at Lutsk National Technical University Edition 03 (with amendments)	02.11.2021	https://surl.li/hrmotd
№ 745 Regulations on non-formal and informal education at Lutsk National Technical University Edition 3 (with amendments)	24.11.2022	https://surl.li/yaahij
№ 760 Regulations on the educational program at Lutsk National Technical University Edition 5	27.12.2022	https://surl.li/ddmcwg
№ 762 Regulations on the procedure for the formation and organization of the work of Examination Commissions at Lutsk National Technical University for conducting final certification of higher education applicants Edition 03	27.12.2022	https://surl.li/cmusme
№7 75 On the formation, approval and implementation of the Study Program and work-study plan for the training of students for the first, second and third levels of higher education at Lutsk National Technical University (with amendments)	28.03.2023	https://surl.li/ziqvkx
№ 772 Regulations on the study program leaders	28.03.2023	https://surl.li/eorgzu
№ 773 Regulations on the Commission on Ethics and Academic Integrity at Lutsk National Technical University Edition 2	28.03.2023	https://surl.li/pilwix
№ 823 Procedure for conducting surveys of students, alumni, academic staff and employers regarding the quality of education and educational activities at Lutsk National Technical University Edition 3	30.03.2024	https://surl.li/ffkjds
№ 840 On practical training of students at Lutsk National Technical University Editorial 2	29.06.2024	https://surl.li/lramqg
№ 841 Regulations on inclusive education at Lutsk National Technical University	29.06.2024	https://surl.li/vuzxdf
№ 842 Regulations on the electronic educational portal at Lutsk National Technical University	29.06.2024	https://surl.li/coyflx
№ 880 Procedure for accompanying (providing assistance) to persons with disabilities and other groups of people with reduced mobility during their studies and visits to LNTU	18.01.2025	https://surl.li/ukeqju

Table B.2.6. LNTU regulatory documents aimed at organising the scientific activities at the university

Title of the Document	Approval Date	Links
№ 561 Regulations on the Department of Postgraduate and Doctoral Studies of Lutsk National Technical University	16.06.2020	https://surl.li/eutnga
№ 618 Target Program for the Prospective Development of Scientific and Innovative Activities at Lutsk National Technical University for the Period 2021–2026	12.01.2021	https://surl.li/yuwlzu
№ 634 Regulations on the Procedure for Providing Paid Services at Lutsk National Technical University	03.03.2021	https://surl.li/jdysxw
№ 636 Regulations on the Business-Innovation Center of Lutsk National Technical University	03.03.2021	https://surl.li/obnwrn
№ 677 Regulations on the Rating Evaluation of Academic and Research Staff at Lutsk National Technical University	01.07.2021	https://surl.li/fxzrqu
and Amendments thereto No. 741	27.10.2022	https://surl.li/okabff
№ 703 Regulations on the Procedure for Publishing Monographs at Lutsk National Technical University	29.12.2021	https://surl.li/opqnga
№ 704 Procedure for Organizing Scientific Events at Lutsk National Technical University	29.12.2021	https://surl.li/melbay
№ 708 Regulations on the Financial Rewarding of Academic and Research Staff at LNTU for High Achievements in Scientific, Technical, and Innovative Activities and Special Contributions to the Training of Academic Personnel	27.12.2021	https://surl.li/jhdhws
№ 744 Regulations on the Council of Young Scientists at Lutsk National Technical University	24.11.2022	https://surl.li/vaxlsn
№ 764 Regulations on the Pedagogical Internship of PhD Students at Lutsk National Technical University	26.01.2023	https://surl.li/hfhsix
№ 780 Regulations on the Awarding of the Degree of Doctor of Philosophy and the Cancellation of the Decision of the Single Specialized Academic Council on the Awarding of the Degree of Doctor of Philosophy at Lutsk National Technical University (with Amendments)	28.03.2023	https://surl.li/hoiild
№ 812 On the Training of Students for the Degrees of Doctor of Philosophy and Doctor of Sciences at Lutsk National Technical University, Edition 2	29.12.2023	https://surl.li/xnfwap
№ 865 On the Evaluation of Scientific, Scientific-Technical, and Innovative Activities of Departments at Lutsk National Technical University	15.10.2024	https://surl.li/nzaeih
№ 874 Open Science Policy of Lutsk National Technical University	03.12.2024	https://surl.li/ublhzw
№ 881 Regulations on the Organization of All-Ukrainian and International Professional, Creative, Specialized, and Thematic Competitions of Research Works by Higher Education Students at Lutsk National Technical University	18.01.2025	https://surl.li/hkvoce
№ 886 Regulations on the Scientific and Research Unit of Lutsk National Technical University	19.02.2025	https://surl.li/zmjaig
Student Design and Technical Bureau		
№ 742 Regulations on the Student Design and Technical Bureau "Art-fashion studio" of the Faculty of Customs, Materials and Technologies of Lutsk National Technical University	27.10.2022	https://surl.li/bkwula
№ 748 Regulations on the Architectural and Design Student Design and Technical Bureau of the Faculty of Architecture, Construction and Design of Lutsk National Technical University	24.11.2022	https://surl.li/ncjzvl
№ 749 Regulations on the Student Design and Technical Bureau of the Faculty of Architecture, Construction and Design "Design and Control of UAVs" of Lutsk National Technical University	24.11.2022	https://surl.li/zjlmfa
№ 750 Regulations on the Student Design and Technical Bureau of the Faculty of Architecture, Construction and Design of "Building Materials and Structures" of Lutsk National Technical University	24.11.2022	https://surl.li/ekflrm
№ 752 Regulations on the Student Design and Technical Bureau of the Faculty of Transport and Mechanical Engineering "Design of Transport and Equipment" of Lutsk National Technical University	24.11.2022	https://surl.li/ivbjho
№ 753 Regulations on the Student Design and Technical Bureau of the Faculty of Agrarian Technologies and Ecology "Ecological Monitoring" of Lutsk National Technical University	24.11.2022	https://surl.li/vjuega
№ 754 Regulations on the Student Design and Technical Bureau of the Faculty of Agricultural Technologies and Ecology "AgroHUB" of LNTU	24.11.2022	https://surl.li/sggohf
№ 755 Regulations on the Student Design and Technical Bureau of the Faculty of Digital, Educational and Social Technologies "Safety in Emergency Situations" of Lutsk National Technical University	24.11.2022	https://surl.li/tnoyyb

№ 756 Regulations on the Student Design and Technical Bureau of the Faculty of Digital, Educational and Social Technologies "Sports for All" of Lutsk National Technical University	24.11.2022	https://surl.li/zsadzz
№ 757 Regulations on the Student Design and Technical Bureau "School of Business and Law" of LNTU	24.11.2022	https://surl.li/pfmaau
№ 806 Regulations on the Student Design and Technical Bureau "Mobility and Transportation Modeling" of the Department of Automobiles and Transport Technologies of the Faculty of Transport and Mechanical Engineering of LNTU	24.10.2023	https://surl.li/hkydlg
№ 807 Regulations on the Student Design and Technical Bureau "Art-fashion studio" of the Faculty of Customs, Materials and Technologies of Lutsk National Technical University	24.10.2023	https://surl.li/zsquis
№ 863 Regulations on the Student Design and Technical Bureau of the Faculty of Computer and Information Technologies "Prosperous Studio Programming" of Lutsk National Technical University	15.10.2024	https://surl.li/plkiqj
Laboratories, Centers, Clinics		
№ 449 Regulations on the Electrical Engineering Research Laboratory at the Department of Power Supply	25.05.2016	https://surl.li/elqhdm
№ 603 Regulations on the Legal Clinic "Veritas" at LNTU (with Amendments)	03.12.2020	https://surl.li/hslphi https://surl.li/fmeill
№ 630 Regulations on the Research and Construction Laboratory (Construction Laboratory) of the Department of Construction and Civil Engineering, Faculty of Architecture, Construction, and Design at LNTU	03.03.2021	https://surl.li/cswydy
№ 637 Regulations on the Research Laboratory of IR Spectroscopy at LNTU	03.03.2021	https://surl.li/hbtkwl
№ 661 Regulations on the Educational and Research Laboratory of the Department of Tourism, Hotel, Restaurant and Catering "Study Travel Educational Travel Agency" at LNTU	27.04.2021	https://surl.li/dbfyxc
№ 696 Regulations on the Regional Specialized Center of Competence in Mechatronics "WorldSkills Ukraine" at LNTU	25.11.2021	https://surl.li/ndyymk
№ 754A Regulations on the Research Laboratory of the Department of Entrepreneurship, Trade, and Logistics "Warehouse Logistics" at LNTU	24.11.2022	https://surl.li/svyfnd
№ 758/1 Regulations on the Educational and Research Laboratory of Ecotourism and Recreation "Svitiaz" at LNTU	27.12.2022	https://surl.li/fqkhmh
№ 759/1 Regulations on the Educational and Research Laboratory of Rural Green Tourism "Pisochne" at LNTU	27.12.2022	https://surl.li/xubumy
№ 760/1 Regulations on the Educational and Training Laboratory for Restaurant Services "StudyON" at LNTU	27.12.2022	https://surl.li/isoprg
№ 761 Regulations on the Educational and Research Laboratory "Teaching Excellence Center" of the Educational and Research Center "Volyn Business Hub" at Lutsk National Technical University	27.12.2022	https://surl.li/ruijyoz
№ 761/1 Regulations on the Educational and Research Forest Ecology Laboratory "Svitiaz" at Lutsk National Technical University	27.12.2022	https://surl.li/yzxvst
№ 761/2 Regulations on the Educational and Training Laboratory for Tourism and Innovation "LNTU TRAVEL LAB" at LNTU	27.12.2022	https://surl.li/yqinrp
№ 767 Regulations on the Interdepartmental Educational and Research Center "Applied Materials Science"	23.02.2023	https://surl.li/vumpfv
№ 836 Regulations on the educational and scientific laboratory "STEM Lab" of the Department of Digital Educational Technologies of LNTU	26.04.2024	https://surl.li/ahtesc
№ 872 Regulations on the scientific and educational forest ecological laboratory "Pisochne" of Lutsk National Technical University	30.10.2024	https://surl.li/bmaksr

Table B.2.7. LNTU regulatory documents aimed at developing international activity

Title of the Document	Approval Date	Links
№ 496 Regulations on the credit transfer at LNTU of learning outcomes received abroad	27.03.2018	https://surl.li/dfdbcl
№ 545 Regulations on the organization of language training courses for foreign citizens and stateless persons by the International Relations Office of Lutsk NTU	04.03.2020	https://surl.li/uyisgz
№ 616 Strategy of Internationalization of Lutsk National Technical University for the period 2021-2025	12.01.2021	https://surl.li/iuukjh
№ 735 The procedure for implementation of the right to academic mobility at Lutsk National Technical University	29.09.2022	https://surl.li/lyeavn
№ 746 Regulations on the procedure of admission of foreigners and stateless persons	24.11.2022	https://surl.li/crtqew
№ 826 Regulations on the procedure for organizing and conducting competition and a selection committee for the selection of applicants for participation in academic mobility programmes of students and staff of LNTU	30.03.2024	https://surl.li/jnpofw

Table B.2.8. LNTU regulatory documents aimed at organising the activities of structural units of LNTU

Title of the Document	Approval Date	Link
№ 70 Regulations on the Human Resources Department	24.05.2008	https://surl.li/cotllo
№ 142 Legal Office Regulations	29.12.2009	https://surl.li/qzbhvv
№ 554 Regulations on the International Relations Office of LNTU	06.02.2020	https://surl.li/pbpkpa
№ 561 Regulations on the Department of Postgraduate and Doctoral Studies of Lutsk National Technical University	16.06.2020	https://surl.li/eutnga
№ 561 Regulations on the Educational and Methodological Department of Lutsk National Technical University	28.01.2021	https://surl.li/ghjbkr
№ 628 Regulations on the Department of Quality Assurance of the Educational Process, Licensing and Accreditation of LNTU	03.03.2021	https://surl.li/znmyef
№ 631 Regulations on the Chancellery "Rector's Office" of LNTU	03.03.2021	https://surl.li/oafulc
№ 635 Regulations on the educational and scientific centre "Volyn Business Hub" of Lutsk National Technical University	03.03.2021	https://surl.li/fmxyir
№ 636 Regulations on the Business Innovation Center of Lutsk National Technical University	03.03.2021	https://surl.li/szmgtl
№ 642 Regulations on the Project Activities Department of Lutsk National Technical University	03.03.2021	https://surl.li/fqscjx
№ 679/1 Regulations on the Student Canteen	04.09.2021	https://surl.li/xwiecd
№ 683 Regulations on the Department of Youth Policy and Social and Cultural Work of Lutsk National Technical University	30.09.2021	https://surl.li/jrdwqt
№ 683 Regulations on the Department of Occupational Safety and Civil Protection of Lutsk National Technical University	02.11.2021	https://surl.li/ujiinwi
№ 699-6 Regulations on the Finance and Accounting Office of LNTU	25.11.2021	https://surl.li/pxcigu
№ 709 Regulations on the Public Procurement and Supply Office of LNTU	29.12.2021	https://surl.li/rkokbo
№ 734 Regulations on the Repair and Maintenance Service of LNTU	30.08.2022	https://surl.li/uchazi
№ 768 Regulations on the Center for Mediation and Psychology	23.02.2023	https://surl.li/izfpdm
№ 791/1 Regulations on the Information and Computing Center	29.08.2023	https://surl.li/phnaoh
№ 824 Regulations on the Faculty of LNTU	30.03.2024	https://surl.li/vhpleg
№ 825 Regulations on the Department of LNTU	30.03.2024	https://surl.li/scldpp
№ 842/1 Regulations on the Veterans Development Center LNTU VETERAN HUB	29.06.2024	https://surl.li/fwcqbe
№ 858 Regulations on the Youth Center of LNTU	29.08.2024	https://surl.li/mrfnjx
№ 885 Regulations on the military mobilization unit of LNTU	19.02.2025	https://surl.li/vmbemq
№ 886 Regulations on the scientific and research unit of LNTU	19.02.2025	https://surl.li/zmjaic

Appendix C

Table C.1 Implementation of the Remarks of the Expert Panel (EP) and Sectoral Expert Council (SEC) based on the results of accreditation examinations.

Remarks of EP and SEC	Information on execution / partial execution
2024-2025 academic year	
<p>For a better understanding of what needs to be improved during the implementation of the educational professionally-oriented programme by the beginning of 2024-2025 academic year, improve the questionnaire for graduates in the context of their distribution by levels of higher education; introduce the practice of surveying applicants on the quality of the educational process after studying the EC</p> <p>1st-2nd year students of higher education took part in the survey, therefore, in order to obtain more objective results, the EG recommends expanding the number of respondents by including 3rd and 4th year students of this study program in the survey. The current practice of collecting, analyzing, and taking into account information on the career path of graduates, in particular, the survey results, which are provided at the link in the information, do not provide clear information regarding the trajectory of success of employed graduates of this study program.</p> <p>Public information published on the LNTU website needs to be systematized. The procedures for resolving conflict situations at LNTU, regulated by internal documents, are not sufficiently transparent.</p>	<p>The graduate survey questionnaire has been improved by including a question on distribution by level of higher education. https://drive.google.com/file/d/1anQhOT6O-k05r307kzR4cAuyN5pPKHKK/view</p> <p>Since December 2023, the practice of surveying applicants on the quality of the educational process after studying the EC has been introduced.</p>
	<p>All surveys conducted by the Department of Educational Quality Assurance, Licensing and Accreditation involve applicants of all courses and levels of study on the platform https://surveys.lntu.edu.ua/login.</p>
	<p>A question about the educational institution in which they studied was introduced into the graduate survey questionnaire, but graduates of previous periods do not always understand this question.</p>
	<p>Since 2022, the university has a new website https://lntu.edu.ua/uk which is accessible, understandable and convenient for searching for the necessary information. Structured collections of educational and methodological materials of educational components included in the study program are located on the Moodle platform https://mdl.lntu.edu.ua/</p> <p>Applicants have the opportunity to remotely access all educational and methodological materials for the EC study programs in a convenient form, online access to the library at the link http://library.lntu.edu.ua/ .</p> <p>As of October 30, 2024, all questionnaires for surveying higher education applicants contain open-ended questions.</p>
<p>Improve the questionnaires for surveying applicants by introducing open-ended questions, which will provide students with a greater opportunity to express their own opinions on the questions raised, without limiting the answers to words (yes/no/don't know, etc.).</p> <p>The published results of the survey of applicants to the program for 2023 did not identify any questions that would allow us to determine the level of students' awareness of possible channels for providing their recommendations and wishes regarding the educational process in the program. There is no opportunity to leave possible recommendations and wishes in this testing.</p> <p>The results of monitoring surveys of applicants, teachers and stakeholders do not provide an opportunity to isolate data on informing specifically the educational level "master" of this program. For the effectiveness of the analysis of the quality of education, the EP recommends that the results of the survey of applicants be presented in such a way that it is possible to isolate the assessments for each study program. The EP considers it possible to conduct an analysis of the existing form of presentation of survey results and consider making changes before the beginning of the next academic year.</p>	<p>As of October 30, 2024, all questionnaires for surveying higher education applicants contain open-ended questions that allow us to determine the level of students' awareness of possible channels for providing their recommendations and wishes regarding the educational process.</p>
	<p>The extremely low number of higher education applicants who participated in the surveys of this study program (3 students) did not allow the guarantor to publish the results of the "Master's" educational level of this study program.</p>

2023-2024 academic year

Indicate in work programs the possibilities and conditions for re-enrolling the results of non-formal forms of education

The presence of outdated terms and concepts in the Professional Entrance Test Program for applicants to study

Insufficient organization of feedback with stakeholders to provide suggestions regarding the draft curriculum posted on the university website

The narrow focus of the scientific research of the support group, which makes it impossible to fully integrate education and science in the specialty "Food Technology and Restaurant Management"

Lack of proper reporting procedure according to the internship program and implementation of internship results into the educational process

Insufficient information to applicants about corrective actions in accordance with deficiencies identified as a result of monitoring.

The study program does not present a structural and logical diagram.

The work programs of some disciplines contain links to sources that are not freely available.

Not all work programs define methods of control and criteria for assessing individual student work.

Weak formation of soft skills by normative disciplines of the study program

Low activity of HEIs in terms of developing academic mobility programs, in particular international ones, and using the opportunities of virtual educational platforms

Incomplete compliance of individual teachers with licensing requirements in the study program "Food Technology and Restaurant Management"

Certain regulatory documents posted on the University website in the section "Regulatory and legal framework of the education quality assurance system" are outdated.

To involve practicing professionals and experts in the industry in conducting classroom practical classes under the terms of employment and other relationships.

It is taken into account that the work programs indicate the possibilities and conditions for re-enrolling the results of non-formal forms of education.

Professional Entrance Test Programs for applicants to study have been updated and are undergoing annual updating and re-approval, and outdated terms and concepts have been removed, and changes have been made to the content of professional entrance tests.

The University website has an online feedback form for submitting recommendations and wishes for curriculum projects.

In 2023, the implementation of the research project 0123U101560 "Development of food technology using "vegetable milk"" was launched. The scientific topics of the research project are devoted to: the development of technologies for multilayer chips, food products using "vegetable milk", diabetic jelly-fruit marmalade, mayonnaise sauces, craft candies and bakery products; research into the properties of food additives of natural origin, instant coffee; optimization of pizza recipes; analysis of the infrastructure of restaurant establishments. Articles have been published in professional publications of Ukraine in all areas of scientific research.

The procedure for reporting on the results of internships (professional development) is determined by the LNTU regulation "On professional development of teachers" and is strictly observed. The results of internships (professional development) are implemented in the educational process, which is reflected in work programs, lecture notes and methodological instructions for performing practical/laboratory work.

All information regarding monitoring the implementation of the study program, in particular internal monitoring and the results of the accreditation examination, and changes made to it based on discussions with stakeholders, is publicly available on the LNTU website.

2022-2023 academic year

In all study programs, according to the Regulation "On the Study program at LNTU", a structural and logical scheme is included as a mandatory component.

The list of literary sources in the work programs of normative and elective disciplines was updated in 2022-2023: all literature written in the language of the aggressor country was excluded.

In the 2022-2023 academic year, the work programs of the educational components were updated in accordance with the current regulations of LNTU. All of them contain criteria for evaluating all types of activities provided for within the framework of studying disciplines.

Soft skills are formed by normative disciplines. Skills to work in a team, the ability to take responsibility and work in critical conditions are acquired in practical and laboratory classes, while performing complex practical individual tasks and completing internships.

The HEI constantly offers academic mobility programs for applicants and teachers. The study program includes the practice of participating in academic mobility programs. Applicants and teachers actively use the capabilities of virtual educational platforms, as evidenced by the certificates received.

All teachers of this study program have at least four achievements in professional activity over the past five years, which are defined in clause 38 of the licensing requirements

All regulatory documents posted on the HEI website in the section "Regulatory and legal framework of the education quality assurance system" have been updated.

Professionals from the practice are actively involved in the educational process according to the study program. Cooperation is carried out in the form of one-time lectures, seminars, webinars, competitions, Olympiads, and teaching of short-term author's courses by specialists from the practice.

2021-2022 academic year

Engage practicing professionals in classroom sessions on a regular basis

The work programs of the disciplines and methodological recommendations for the completion of coursework do not contain individual tasks and criteria for their evaluation.

Students are involved in reviewing the study program only through participation in the work of the Faculty and University Council

Delays in updating and developing the draft of the Institution's Development Strategy

Low level of provision of specialized laboratory and technological equipment, specialized library collections, and periodicals.

Document the results of meetings with stakeholders.

The selective part of the formation of study program components needs improvement in the context of increasing their diversity.

Develop "Regulations on Non-Formal and Informal Education"

The variable component is formed only at the expense of professional training components and does not take into account general training components.

The involvement of representatives of employers and practicing professionals is carried out by inviting them to hold open classes, seminars, and lecture-debates for students studying at the university. According to the regulation "On educational and methodological support" at LNTU, all work programs contain individual tasks. Evaluation criteria are present in all work programs in accordance with the current regulations of LNTU. As for the methodological instructions for completing coursework, they have been updated and contain individual tasks and criteria for their evaluation.

Students participate in the discussion of the study program at the departments, and their interests are also taken into account after conducting surveys and monitoring the quality of education and satisfaction with the educational process.

Implemented. Fully taken into account. The LNTU Development Strategy for 2021-2026 is relevant and freely available on the official website https://lntu.edu.ua/uk/pro_nas/ofitsiyna-informatsiya

LNTU has free access for applicants and teachers to the Web of Science and Scopus scientometric databases, which allows them to track trends in the specialty and familiarize themselves with publications in the specialty. In addition, in modern conditions, all leading domestic and foreign professional publications have their own electronic versions, which are freely accessible via the Internet. The library has all the necessary scientific and methodological literature to ensure the educational process, and links to the placement of electronic versions of educational literature are on the Moodle platform (Electronic educational portal of LNTU) in free access for applicants. LNTU laboratories are equipped with all the laboratory equipment necessary for conducting laboratory work, taking into account the features of study programs.

At the university departments, the results of meetings with stakeholders are documented. The minutes of the educational process support group are documented. This group includes the specialty support group, teachers, student representatives, and employer representatives. Such meetings are held several times a year as needed (when discussing changes and approving work programs of disciplines, when discussing and making any changes to the study program based on recommendations from various stakeholder groups).

The Higher Education Institution has updated its approach to the procedure for selecting subjects. The elective component of the Master's curriculum consists of two parts: elective subjects of general training (2 subjects, 10 ECTS credits) and elective subjects of professional training (3 subjects, 15 ECTS credits). The catalogs of general and professional subjects are posted on the Higher Education Institution website and are updated each academic year.

2020-2021 academic year.

The HEI developed the "Regulation on Non-Formal and Informal Education at Lutsk National Technical University" (No. 593), put into effect by Order No. 288-05-35 of September 1, 2020. In 2021, amendments and additions were made to this regulation, therefore, the currently valid "Regulation on the Recognition and Re-enrollment of Learning Outcomes Acquired in Formal, Non-Formal and Informal Education" (No. 697), put into effect by Order No. 762-05-35 of November 25, 2021. Re-enrollment of learning outcomes is carried out on the basis of a comparison of the curricula of the relevant specialty and the academic certificate, individual curriculum or record book provided by the applicant. Within the academic year, learning outcomes acquired in non-formal education are recognized in the amount of no more than 5 credits. Recognition of learning outcomes is carried out at a meeting of the University's Scientific and Technical Council, subject to the mandatory presence of the applicant.

In accordance with Regulation No. 692 "On the organization of the choice of academic disciplines and the formation of the selective component of educational and working curricula at Lutsk National Technical University" and Regulation No. 775 "On the formation, approval and implementation of curricula and working curricula for the training of applicants for the first

<p>Introduce signing of curricula with leaders of study programs</p>	<p>(bachelor's), second (master's) and third (educational and scientific) levels of higher education at Lutsk National Technical University", the distribution of the number of free choice academic disciplines by training cycles is as follows: 1/3 – for the study of academic disciplines of general training and 2/3 – for the study of academic disciplines of professional training: – for the degree of higher education Bachelor – respectively 20 and 40 ECTS credits (4 educational components of general training and 8 – professional) According to Regulation No. 775 "On the formation, approval and implementation of curricula and working curricula for the training of applicants for the first (bachelor's), second (master's) and third (educational and scientific) levels of higher education at Lutsk National Technical University", the curriculum for the training of applicants for the educational (educational and professional, educational and scientific) program: – is formed by March/April 20 of the current year (depending on the situations in the educational process); – is signed by the leader of the educational (educational and professional, educational and scientific) program, the head of the graduating department and the dean of the faculty; – is approved by the head of the educational and methodological department and the head of the department of ensuring the quality of education, licensing and accreditation and the profile vice-rector; – approved by the Academic Council of the University and the Chairman of the Academic Council (Head of the University) with his signature; – sealed with the seal of the University.</p>
<p>There is no Legal Clinic at the Higher Education Institution.</p>	<p>VERITAS Legal Clinic was established on December 4, 2020.</p>
<p>The working programs of mandatory educational components are not posted in the repository.</p>	<p>All work programs of all educational components are freely available on the department's page, and all methodological support for all educational components is posted in the HEI repository.</p>
<p>The work plans do not include questions for final control and distribution of points by type of work during the current control.</p>	<p>The work programs contain questions for final control and clearly indicate the distribution of points in accordance with the Regulations "On Educational and Methodological Support" Plagiarism checks of academic texts are carried out systematically and are regulated by Regulation No. 553 "On combating and preventing academic plagiarism in qualification works/projects of higher education applicants, dissertation manuscripts and manuscripts of articles submitted for publication in periodicals at Lutsk National Technical University", No. 552 "Procedure for conducting instrumental checks for academic plagiarism of manuscripts of qualification works/projects of higher education applicants at Lutsk National Technical University", Regulation No. 773 "On the Commission on Ethics and Academic Integrity at Lutsk National Technical University".</p>
<p>There is no systematic approach to checking academic texts for plagiarism</p>	<p>All educational components of the study program fully ensure the formation of special competencies, which is reflected in the correspondence tables and is considered during the monitoring of study programs and during administrative inspections.</p>
<p>The educational components of the study program do not fully ensure the formation of special competencies</p>	<p>After 2020, the system of choosing subjects at LNTU has been completely modernized, the block system is not used. Electronic Catalog of General Choice Disciplines (4 disciplines are selected) and Catalog of Professional Choice Disciplines (8 disciplines are selected) are being formed. Syllabuses of elective disciplines are placed in the Moodle distance learning system. The selection is carried out through the Student's Electronic Account, where all applicants are registered.</p>
<p>Block system of elective subjects, lack of credits provided for choosing general training subjects, actual duplication of individual subjects</p>	

Table C.2. Results of a survey of LNTU students on the quality assessment of the study program in the 2024-2025 academic year

Questions	Yes		No		Partly		Total	
	%	Number of respondents	%	Number of respondents	%	Number of respondents	%	Number of respondents
Were you involved in the development of the study program?	56	936	24	404	20	326	100	1666
In your opinion, is the content (list of disciplines, topics) of the study program for the specialty sufficient?	79	1316	18	303	3	47	100	1666
Does your study program allow for a free choice of academic disciplines during the general training cycle?	83	1382	4	63	13	223	100	1668
Does your study program develop general competencies?	81	1335	1	18	18	296	100	1649
Does your study program develop special (professional) competencies?	80	1333	1	17	19	319	100	1669
Does the study program take into account modern labor market requirements?	73	1212	2	43	25	414	100	1669
Are all the disciplines that you are studying necessary for your professional activity?	52	876	35	578	13	213	100	1667
Is there a logical interrelationship in the process of teaching disciplines according to the study program you are studying?	80	1336	1	15	19	316	100	1667
Are all the disciplines you are studying necessary for professional activity and personal growth?	59	988	7	118	34	561	100	1667
Is there sufficient practical training in the structure of your study program?	75	1251	5	77	20	340	100	1668

Table C.3 Survey of LNTU students about the progress and quality of the educational process during the period of study in war conditions 2022-2023 academic year.

Questions	Yes		No		Sometimes/Difficult to answer		Total	
	%	Number of respondents	%	Number of respondents	%	Number of respondents	%	Number of respondents
Do classes take place according to the schedule of your academic group under martial law conditions?	97	616	2	14	1	6	100	636
Did you have any difficulties accessing educational materials on distance learning platforms?	18	88	72	345	10	203	100	636
Do you think that the materials posted on distance learning platforms allow you to learn the course program and acquire the necessary knowledge and skills?	65	414	5	33	30	189	100	636
Is the educational process at the university interrupted if the "Air Alarm" signal is activated?	94	596	1	8	5	32	100	636

Table C.4. Employer survey results, 2024/2025 academic year

Please indicate how many LNTU graduates have been employed in your institution/organization in the relevant specialty over the last 5 years?		
	%	Number of respondents
up to 5 people	60	160
from 5 to 20	25	67
from 20 to 50	9	25
over 50	6	15
Total:	100	267
Is LNTU your partner in recruitment?		
Yes, a reliable partner	51	135
Situationally helpful	41	109
No	9	23
Total:	100	267
How satisfied are you with the level of professional training of these graduates who work in your institution/organization? (1-very low level of training, 5-very high level of training)?		
1	0,4	1
2	0,0	0
3	1,9	5
4	31,8	85
5	65,9	176
Total:	100,0	267

Does the training of specialists in the specialty (study program) meet the modern requirements of the labor market from 1 (does not meet) to 5 (fully meets)?

1	0	0
2	0	0
3	4	11
4	32	85
5	64	171
Total:	100	267

In your opinion, could LNTU collaborate with employers to improve graduate employment?

Involving employers in the development and improvement of courses and study programs	17	187
Involving employers in conducting seminars and lectures	18	193
Student internships with employers	22	234
Implementation of dual education with employers	13	141
Development of partnership relations with employers for personnel selection	17	179
Joint research activities with employers]	13	135
Total:	100	1069

Table C.5. Results of the survey of graduates, 2024/2025 academic year

Results of the survey of graduates, 2024/2025 academic year		
Questions		
Answer	%	Number of respondents
Are you satisfied with the education you received?		
Completely satisfied	76,0	69
Mostly satisfied	20,0	18
Hard to answer	4,0	4
Not satisfied	0,0	0
Not completely satisfied	0,0	0
Total:	100	91
How many points on a 10-point scale would you rate the quality of your professional theoretical training within the study program?		
Very high (8-10)	64,0	58
Above average/high (6-8)	27,0	25
Average (4-6)	8,0	7
Low (2-4)	1,0	1
Very low (0-2)	0,0	0
Total:	100	91
How many points on a 10-point scale would you rate the quality of your professional practical skills within the study program?		
Very high (8-10)	54,0	49
Above average/high (6-8)	33,0	30
Average (4-6)	12,0	11
Low (2-4)	1,0	1

Total:	100,0	91
On a 10-point scale, how satisfied are you with such an element of training within the study program as practice (industrial, pedagogical, pre-diploma, professional training)?		
Very high (8-10)	61,0	55
Above average/high (6-8)	22,0	20
Average (4-6)	14,0	13
Low (2-4)	3,0	3
Total:	100	91
In your opinion, which of the competencies obtained as a result of studying at LNTU met the requirements of employers and provided you with a successful start to your career?		
Ability to work in a team	18,9	50
Flexibility and adaptability	19,2	51
Time management	5,3	14
Result orientation	19,2	51
Ability to resolve conflict issues	11,7	31
Readiness to make responsible decisions	21,1	56
Other	4,5	12
Total:	100	265
What is your employment status?		
Employee	77,5	62
Private entrepreneur (self-employed)	17,5	14
Entrepreneur with employees	5	4
Total:	100	80

Appendix D
Human Resources Potential of LNTU

Таблица D.1. Number of employees of LNTU in the 2024-2025 academic year

Employee Category	2020	2021	Year 2022	2023	2024
Total number of employees	809	782	713	711	748
thereof men	344	331	295	296	317
thereof women	465	451	418	415	431
Total number of academic staff	398	403	385	394	401
Assistant Lecturer, Lecturer	24	22	18	26	29
Senior Lecturer	14	10	10	9	10
Candidate of Sciences, Associate Professor	290	285	283	288	282
Candidate of Sciences, Senior Lecturer	18	31	20	21	25
Candidate of Sciences, Assistant Lecturer	7	7	5	3	5
Doctor of Sciences, Professor	33	40	41	39	38
Doctor of Sciences, Associate Professor	6	1	1	1	4
Candidate of Sciences, Professor	5	6	6	6	7
Senior Researcher, Doctor	1	1	1	1	0
Senior Researcher, Candidate of Sciences	0	0	0	0	1
thereof men, in total	190	193	183	195	196
Assistant Lecturer, Lecturer	9	8	4	13	11
Senior Lecturer	8	6	7	6	5
Candidate of Sciences, Associate Professor	140	141	136	138	136
Candidate of Sciences, Senior Lecturer	8	10	10	10	12
Candidate of Sciences, Assistant Lecturer	0	1	0	0	2
Doctor of Sciences, Professor	21	24	23	25	24
Doctor of Sciences, Associate Professor	2	0	0	0	2
Candidate of Sciences, Professor	2	3	3	3	3
Senior Researcher, Doctor	0	0	0	0	0
Senior Researcher, Candidate of Sciences	0	0	0	0	1
thereof women, in total	208	210	202	199	205
Assistant Lecturer, Lecturer	15	14	14	13	18
Senior Lecturer	6	4	3	3	5
Candidate of Sciences, Associate Professor	150	144	148	150	146
Candidate of Sciences, Senior Lecturer	10	21	10	11	13
Candidate of Sciences, Assistant Lecturer	7	6	5	3	3
Doctor of Sciences, Professor	12	16	18	14	14
Doctor of Sciences, Associate Professor	4	1	0	1	2
Candidate of Sciences, Professor	3	3	3	3	4
Senior Researcher, Doctor	1	1	1	1	0
Senior Researcher, Candidate of Sciences	0	0	0	0	0
Average age of academic staff	47	48	48	48	48
thereof men	49	50	50	50	49
thereof women	44	45	46	46	46
Number of other staff, in total	308	280	234	221	249
thereof men	118	98	76	64	83
thereof women	190	182	158	157	166
Number of academic assistance staff, in total	103	99	94	96	98
thereof educational units (faculty, department)	98	81	80	82	82
thereof support units	5	18	14	14	16
thereof men	36	40	36	37	38
thereof women	67	59	58	59	60

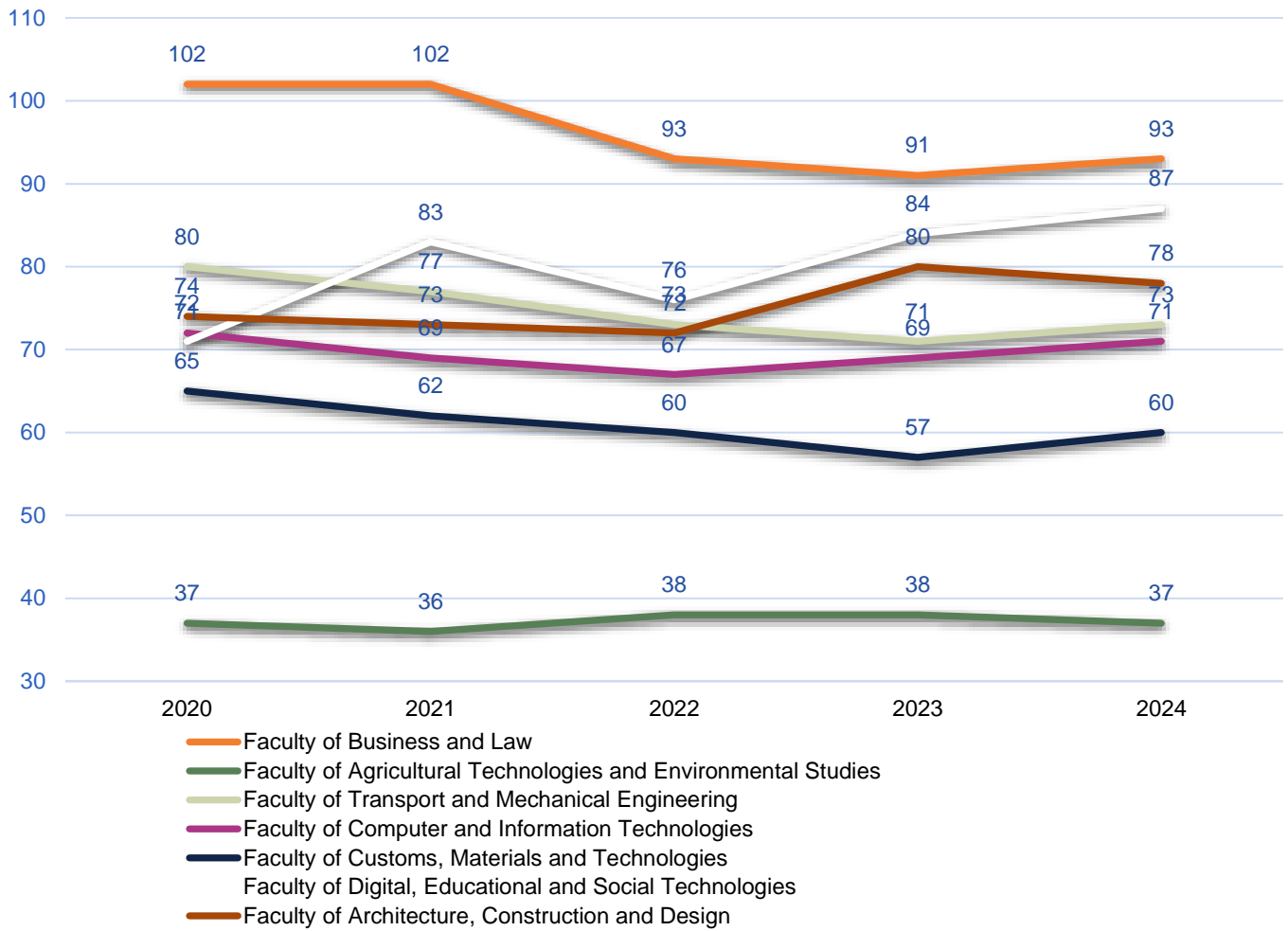


Figure D.1 Total number of employees: Gender Overview

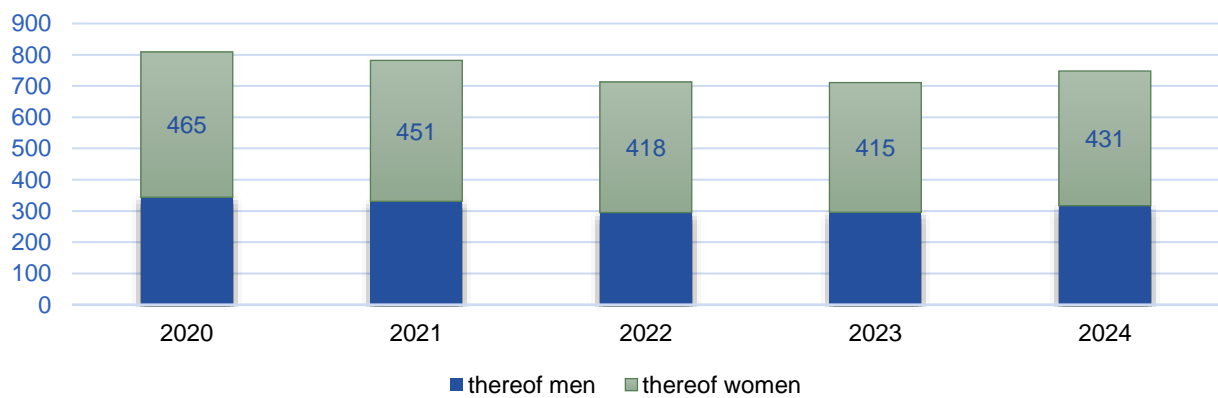


Figure D.2 Total number of employees LNTU: Faculty Overview

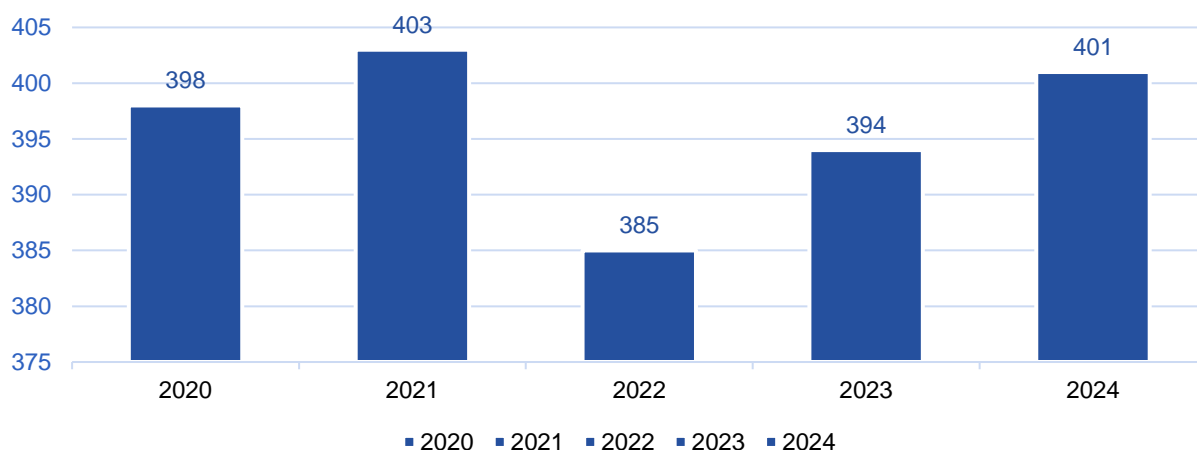


Figure D.3 Total number of academic staff LNTU

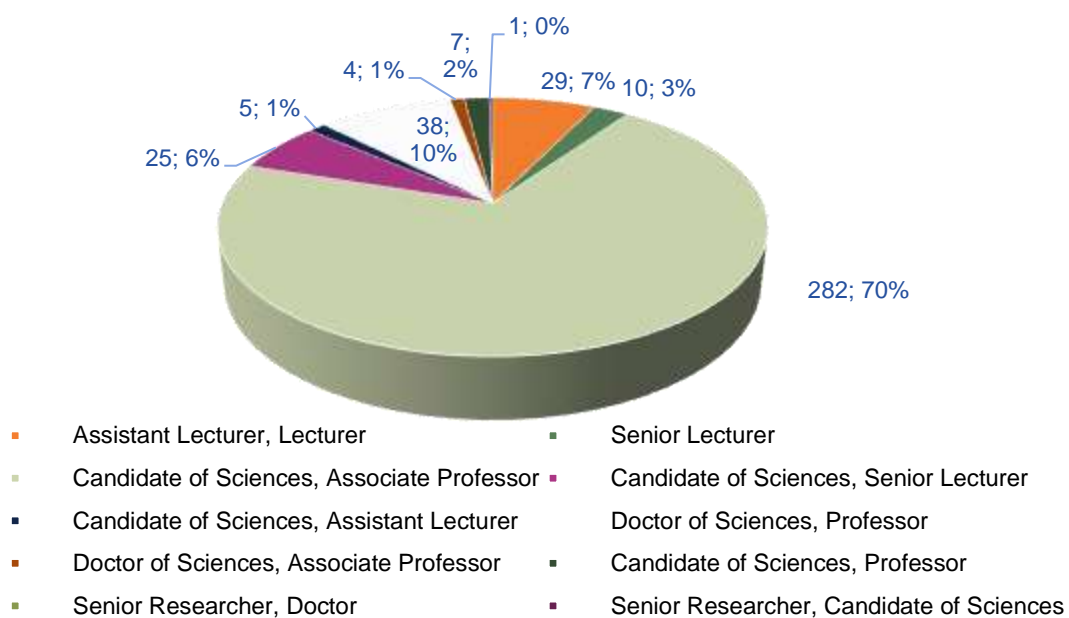


Figure D.4. Total number of academic staff LNTU 2024

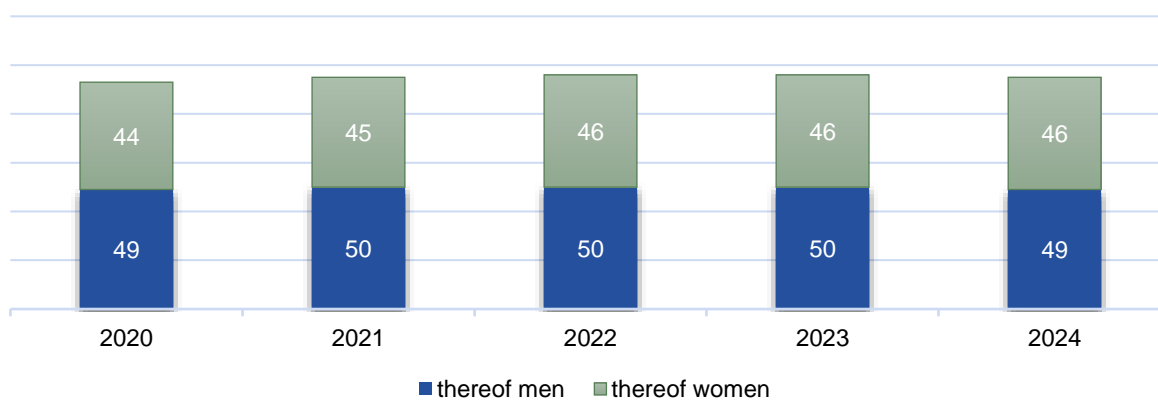


Figure D.5. Average age of academic staff LNTU

Table D.2. Number of academic staff positions, number of teachers with a candidate's or doctor's degree, and ratio to the number of students in 2020–2024

Title of indicator	2020	2021	2022	2023	2024
Number of academic staff, persons	398	403	385	394	401
Number of academic staff with a candidate's degree, doctor's degree, persons	360	371	357	359	362
The ratio of the number of academic staff to the number of students	13	13	20	27	27
Share of academic staff with a candidate's degree, doctor's degree, %	90	92	93	91	90
Average age of academic staff LNTU	47	48	48	48	48

Table D.3. Statistics on competition for vacancies

Title of indicator	2020	2021	2022	2023	2024
Announced competitions, number	105	102	13	154	82
thereof:	6	10	-	27	8
competitions for Assistant Lecturer, Lecturer, and Senior Lecturer vacancies					
competitions for Associate Professor vacancies	83	67	-	101	55
competitions for Professor vacancies	11	22	-	22	11
competitions for Professor vacancies	5	3	13	7	9
Number of applicants, persons	99	98	13	144	65
thereof:	6	12	-	22	5
competitions for Assistant Lecturer, Lecturer, and Senior Lecturer vacancies					
competitions for Associate Professor vacancies	80	64	-	99	46
competitions for Professor vacancies	9	19	-	19	5
competitions for Heads of Department vacancies	4	3	13	4	9
Applicants for competition	0,76	0,96	1	0,94	0,79
for Assistant Lecturer, Lecturer, and Senior Lecturer vacancies	1	1,2	0	0,81	0,63
for Associate Professor vacancies	0,96	0,95	0	0,98	0,84
for Professor vacancies	0,82	0,86	0	0,86	0,45
for Professor vacancies	0,8	1	1	0,57	1

Table D.4. Types and forms of proficiency advanced training of LNTU academic staff

Types and forms of advanced proficiency training	2020	2021	2022	2023	2024
Number of conducted competitions	2	19	25	31	57
thereof: online mode	2	11	16	21	23
Number of participants, persons	21	325	791	989	2260
thereof:	18	175	332	485	1068
number of participants from LNTU, persons					
number of participants from other entities and enterprises, persons	3	150	459	504	1192
Number of academic staff of LNTU trained at enterprises, entities and organisations	82	93	63	87	85
thereof:	40	46	17	29	28
number of academic staff of LNTU trained at other HEIs					
number of academic staff of LNTU trained at enterprises, entities and organisations	42	47	46	58	57
Number of academic staff of other HEIs trained at LNTU 3BO	65	85	59	106	95
Recognition (transferring) of nonformal and informal education results of the LNTU academic staff	61	224	199	292	200
thereof international	12	98	104	95	73

Table D.5. Types and forms of proficiency advanced training of LNTU academic staff

Faculties	Total number of mobilities	Total number of ECTS	Erasmus+	Programs Other grants	University/ Personal funds
2020-2021 academic year					
FBL	21	85	1	3	17
FCIT	7	10,5			7
FATE	4	16			4
FDEST	16	73	1		15
FCMT	10	40,5		1	9
FTME	11	27,6			11
FACD	13	39			13
Total LNTU	82	291,6	2	4	76
2021-2022 academic year					
FBL	37	33	7	10	20
FCIT	15	66	2	4	9
FATE	2	6	1		1
FDEST	22	108	1	3	18
FCMT	13	2	5	5	3
FTME	6	14	1		5
FACD	4	4	1		3
Administrative Staff	2	-	1		1
Total LNTU	101	223	19	22	60
2022-2023 academic year					
FBL	58	73,5	6	13	39
FCIT	7	21	2		5
FATE	2	-			2
FDEST	24	9	3	2	19
FCMT	24	6	2	4	18
FTME	2	-		1	1
FACD	7	-	1	3	3
Administrative Staff	8	-	4	1	3
Total LNTU	132	109,5	18	24	90
2023-2024 academic year					
FBL	61	66	10	21	30
FCIT	2	6	1		1
FATE	4	-	1	1	2
FDEST	19	12	3	7	9
FCMT	29	-	16	11	2
FTME	10	3,6	6	2	2
FACD	40	186		3	37
Administrative Staff	9	-	2	6	1
Total LNTU	174	273,6	39	51	84
2024-2025 academic year (autumn semester)					
FBL	27	-	6	11	10
FCIT	5	18	1		4
FATE	-	-			
FDEST	13	-	5	4	4
FCMT	7	-	2	2	3
FTME	3	-	2	1	
FACD	4	12		1	3
Administrative Staff	6	18	2	2	2
Total LNTU	65	48	18	21	26

Table D.6. Types and forms of proficiency advanced training of LNTU academic staff in 2020-2025

Faculties	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total
Faculty of Business and Law	21	37	58	61	27	204
Faculty of Computer and Information Technologies	7	15	7	2	5	36
Faculty of Agricultural Technologies and Environmental Studies	4	2	2	4		12
Faculty of Digital, Educational and Social Technologies	16	22	24	19	13	94
Faculty of Customs, Materials and Technologies	10	13	24	29	7	83
Faculty of Transport and Mechanical Engineering	11	6	2	10	3	32
Faculty of Architecture, Construction and Design	13	4	7	40	4	68
Total	82	99	124	165	59	529

Table D.7. International projects at LNTU 2020-2025

Project Title	Program of financial support	Project duration	Lead Partner/ Grant Holder	Total budget	LNTU budget
Project «Cooperation of universities supporting the development of security and crisis management of the Lublin and Lutsk transborder regions.»	EaPTC Poland-Belarus-Ukraine 2014-2020 under the European Neighbourhood Instrument	12/09/2018 - 11/09/2021	John Paul II Catholic University of Lublin	305 993,84 €	44 520,04 €
Project «Enhancing the competitiveness of graduates on labour markets of Ukraine and Belarus through the establishment of the cross-border regional network of university Centers of vocational and career guidance.»	EaPTC, Cross Border Cooperation Programme Belarus-Ukraine	01/12/2018 - 31/01/2020	National University of Ostroh Academy	192 744,00 €	16 150,00 €
Project «Information platform for the development of small and medium-sized businesses in the cross-border region.»	EaPTC, Cross Border Cooperation Programme Belarus-Ukraine	01/12/2018 - 31/01/2020	Lutsk National Technical University	185 388,00 €	18 362,00 €
Project «Boosting the role of HEIs in the industrial transformation towards the Industry 4.0 paradigm in Georgia and Ukraine» (HEIn4)	Erasmus+ KA2 CBHE	15/01/2020 - 14/01/2024	Katholieke Universiteit Leuven, Belgium	973 240,00 €	75 925,62 €
Project «Teachers' Certification Centres: Innovative Approach to PromotionTeaching Excellence» (UTTERLY)	Erasmus+ KA2 CBHE	15/01/2021 - 14/01/2024	Ivan Franko National University of Lviv	579 624,00 €	62 091,00 €
Project «Open Practices, Transparency and Integrity for Modern Academia» (OPTIMA)	Erasmus+ KA2 CBHE	15/01/2021 - 14/01/2025	Lviv Polytechnic National University	938 664,00 €	25 603,45 €
Project «Digital Diplomacy and Inclusive Peace Studies Platform for Youth»	Erasmus+ KA220-YOU	28/02/2022 – 27/02/2024	Divan Research and Education Association	133 126,00 €	4 755,88 €
Project «Accelerating Innovation and Entrepreneurial Excellence in Higher Education Institutes» (AccEnt)	European Institute of Innovation and Technology (EIT)	01/07/2022 – 30/06/2024	Aristotle University of Thessaloniki	1 200 000,00 €	126 500,00 €

Project «Green Transition in Ukrainian Universities» (GTUA)	National Agency of Academic Exchange NAWA	04/01/2023 – 31/12/2023	Wroclaw University of Technology	882 446,00 PLN	980000 PLN
Project «European Consortium of Innovative Universities for Ukraine» (ECIU4Ukraine)	National Agency of Academic Exchange NAWA	01/01/2023 – 31/12/2023	Lodz University of Technology	200 000,00 €	20000€
Project «Digital transformation of HEIs education process in Ukraine and Moldova for sustainable engagement with enterprises» (DIGITRANS)	Erasmus+ KA2 CBHE	01/12/2023 – 30/11/2026	Riga Technical University	719 525,00 €	77 657,00 €
Project «3D Concepts for Fashion Education in Ukraine» (3D4U)	Erasmus+ KA2 CBHE	01/11/2023 – 31/10/2026	International Hellenic University	777 119,00 €	109 628,10 €
Project «Sustainable Excellence for Ukrainian Youth in the Textile and Apparel Industry» (TEX4YUA)	SI Baltic Sea Neighbourhood Programme	01/12/2023 – 30/11/2025	University of Borås	1 468 880,00 SEK	166 300,00 SEK
Project «Project duration: Financial support of the National Agency of Academic Exchange» (STARS CUT-UA)	NAWA	01.01.2024 – 31.12.2024	Cracow University of Technology	97 000,00 €	18 000,00 €
Project «Education for Green Transition» (GTUA-EDU)	NAWA	04/01/2024 – 31/12/2024	Wroclaw University of Technology	682 594,00 PLN	75843 PLN
Project «European Consortium of Innovative Universities for Ukraine (ECIU4Ukraine) second edition»	NAWA	01.02.2024 – 31.12.2024	Lodz University of Technology	200 000,00 €	15000€
Project «Structural transformation of the economy of the Polish-Ukrainian borderlands as a response to common challenges of security, green, digital and intellectual transition» (EURIZON)	Horizon 2020	May 2024 – April 2025	Maria Curie-Skłodowska University	78 000,00 €	78 000,00 €
Project «European Values and Best Practices of the Development of Cities and Territories towards Sustainable Development» (EVDOC)	ERASMUS JMO	01/10/2024 – 30/09/2027	Lutsk National Technical University	35 000,00 €	35 000,00 €
Project "KA220-VET ConstructHer Future"- Cooperation partnerships in vocational education and training	Erasmus+ KA2 VET	31/12/2024- 30/12/2026	Future Cast, Ireland	400 000,00 €	60 530,00 €
Creation of Youth Centre in Lutsk National Technical University	United Nations Children's Fund, UNICEF	30/05/ 2024 – 31/12/ 2024	Lutsk National Technical University	Repair services - 2400000,00 UAH + payment for furniture and office equipment 1226383,00 UAH	Repair services - 2400000,00 UAH + payment for furniture and office equipment 1226383,00 UAH

Table D.8. Information on the number of incoming visiting lecturers at LNTU 2020-2024

mode of participation	Years				
	2020	2021	2022	2023	2024
incoming					
onsite	4	19	2	2	14
online	5		7	8	13
In total	9	19	9	10	27
outgoing					
onsite	3	2	11	10	7
online		2	1	3	1
In total	3	4	12	13	8

Appendix E
Financial resources of LNTU in 2020-2024

Table E.1. Dynamics of Revenues and Structure of Expenditures of the State Fund under KPKVK 2201160 in 2020-2024

Indicator	2020	2021	2022	2023	2024
1. Labour remuneration with accruals	97293,08	118140,15	120511,13	115051,81	153767,317
2. Utility payments:	3118,48	4902,76	3895,76	3506,668	4091,971
Heat supply	1766,63	2806,76	2231,3	2277,588	1287,251
Cold water	197,72	380,6	341,74	221,86	516,603
Electricity	1154,13	1715,4	1322,72	1007,22	2288,117
3. Support for orphans (food, clothing, books) and other payments	1446,62	1551,99	1645,73	2226,552	2428,208
4. Purchase of supplies and materials	4550,09	6882,39	1300,56	487,53	7428,411
5. Services and works by third-party organizations	3059,42	7490,9	931,94	6,5	1835,013
6. Capital expenditures		1500	0	0	0

Table E.2. Volumes of Revenues of the Special Fund of the Budget under KPKVK 2201160 in 2020-2024

Indicator	2020	2021	2022	2023, thousand hryvnias	2024, thousand hryvnias
Opening Balance at the Beginning of the Year	8212,433	9469,875	6362,997	23575,106	62393,934
Revenues Since the Beginning of the Year, including:	37911,9	50720,01	78520,81	215811,239	176720,253
1. Payment for services provided according to core activities	32558,5	37708,85	68081,39	126011,555	161863,63
2. Funds received from economic activities	4207,42	5713,63	4643,15	8599,886	9900,99
3. Rental income from property	101,18	43,53	43,88	65,248	34,55
4. Proceeds from the sale of property	6,9	39,12	12,68	16,28	37,477
5. Subvention		5634	1494,7	11500	3000
6. Other sources of own revenues of budgetary institutions	1037,9	1580,88	4245,01	69618,27	3088,256
Total	46124,33	60189,88	84883,8	239386,34	239114,187
Expenditures:	35699,06	51878,9	55989,41	176930,94	160321,677
1. Salaries with accruals	26295,23	32269,97	30320,51	52657,147	72071,186
2. Utility payments:	3241,28	7079,1	9474,66	12655,46	15797,492
Heat supply	1827,75	4705,55	4932,93	4306,911	6609,588
Electricity	894,74	1755,46	3076,919	5391,351	5833,913
Water supply and sewage	304,67	523,63	651,06	913,957	1117,337
other	214,12	94,46	813,76	2043,243	2236,654
3. Food products	47,147	68,25	-	76,952	551,038
4. Travel expenses	38,19	172,85	156,39	552,011	888,822
5. Taxes, fines	-	7,15	6,64	6,622	16,186
6. Purchase of supplies and materials	1397,63	2828,61	5056,408	15299,07	16465,164
7. Services and work by external organizations	1161,89	2899,86	1819,19	4522,114	6918,657
8. Purchase of long-term assets	3371,66	1733,899	1546,159	5189,925	6454,206
9. Capital construction and repair of objects		3153	7437,89	4803,699	6347,865
10. Reconstruction of other objects		1479		81167,937	34798,949
11. Scholarships for young scientists	146,034	187,212	171,564	0	12,112

Table E.3. Investment in educational and research infrastructure

Indicator	2020	2021	2022	2023	2024
Investment in educational and research infrastructure	5 126,49	5 864,35	6 675,57	27 079,34	16 055,14
Investment in educational and research infrastructure, mln UAH	5,12649	5,86435	6,67557	27,07934	16,05514
Number of academic staff	398	403	385	394	401
Investment amount per 1 academic staff, UAH	12880,63	14551,74	17339,14	68729,29	40037,76

Table E.4. Infrastructure Projects at LNTU in 2020-2024

Project title	Project duration	Total budget (plan)	The sources of funding (fact)	Project completion percentage
Development of sports and swimming infrastructure in Volyn (Construction of a certified sports stadium and renovation of the sports complex)	2020	22,00	State Fund for Regional Development - 22 million UAH LNTU – 3.14902 million UAH	100%
Renovation/ Thermal modernization of the main building	2021-2023	15,81	City budget funds – 2 million UAH. LNTU budget funds – 10.9 million UAH.	100%
LNTU Territory improvement		9,03	city budget fund – 1 mln. UAH. LNTU budget funds – 2, 851	50%
Reconstruction of the educational and laboratory building B with adaptation for the creative hub "ART TECH."	2021-2024	36,20	Regional budget funds – 6 mln.UAH. LNTU institutional funds– 19 млн.грн. UNICEF funds – 2.5 million UAH.	95%
Reconstruction of LNTU educational and laboratory building No. 3 into a dormitory for internally displaced persons	2022	65,9	NEFCO Program with the support of the Lutsk City Council – 65.9 mln. UAH.	100%
Reconstruction of LNTU educational and laboratory building No. 2 Creation of the "Digital innovation space" as a platform for digital development in the Volyn region)	2023-2025	78,43	Regional budget funds – 3 mln.UAH. LNTU budget funds – 5,3 mln.UAH.	30%
Reconstruction of the educational and laboratory building of LNTU Establishment of Smart Volyn HUB as an object of innovative infrastructure in the Volyn region.	2021-2025	82,62	Regional budget funds– 3,6 млн.грн. LNTU budget funds – 17,1 mln.UAH.	50%
Renovation of dormitory building No. 3-B-1 at the Svitiaz Recreation Center	2023-2025	3,044	Subsidy from the Shatsk ATC – 1.3 million UAH. 165,6 mln. UAH	50%

Appendix F

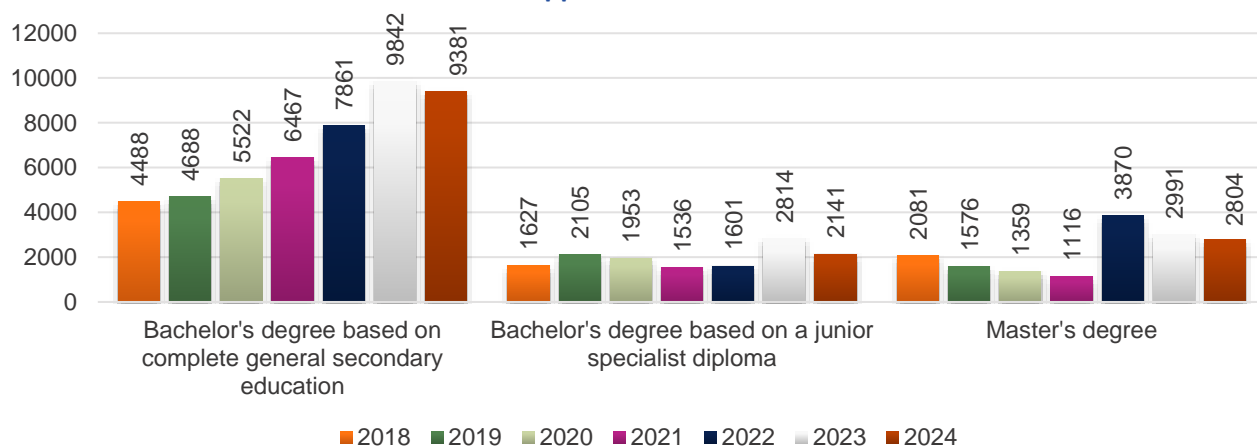


Figure F.1 Dynamics of submitted applications 2018-2024

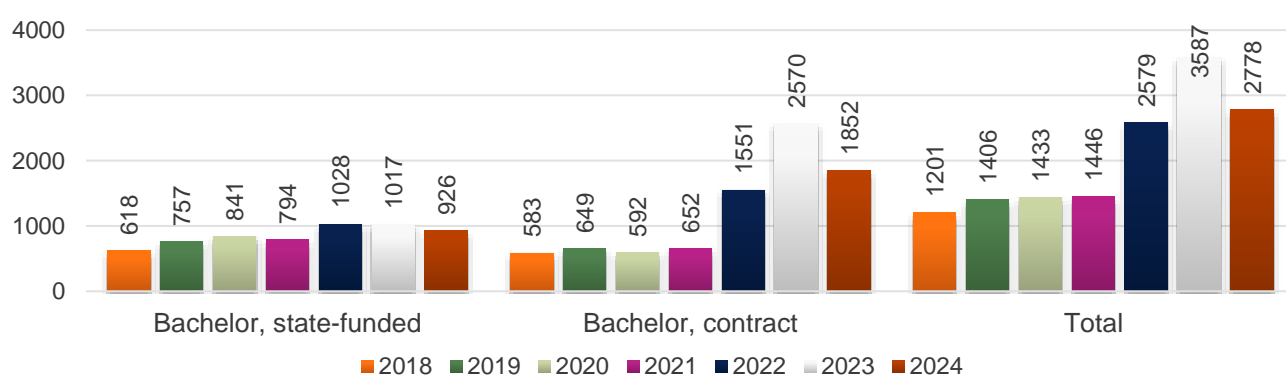


Figure F.2 Dynamics of those enrolled in studies for a bachelor's degree by source of funding (2018-2024)

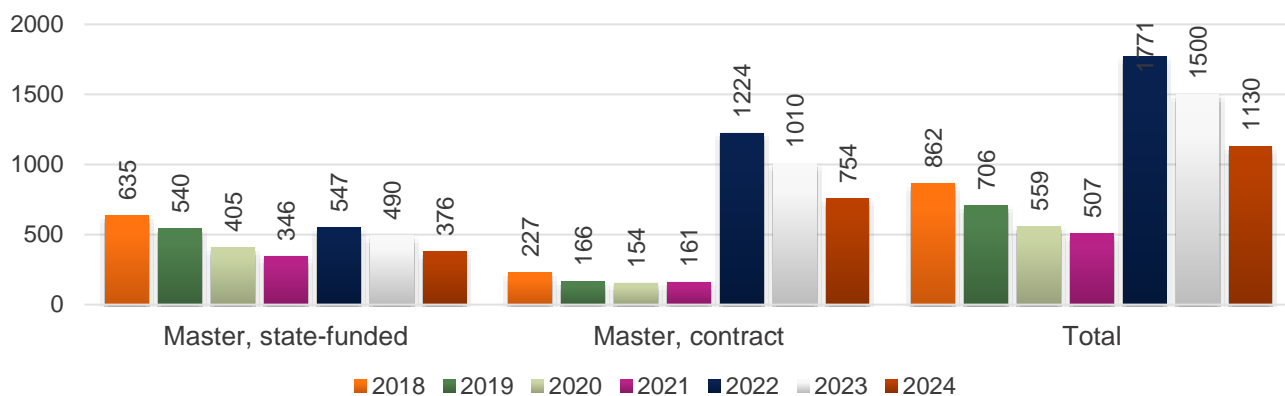


Figure F.3 Dynamics of enrollment in master's degree programs by source of funding (2018-2024)

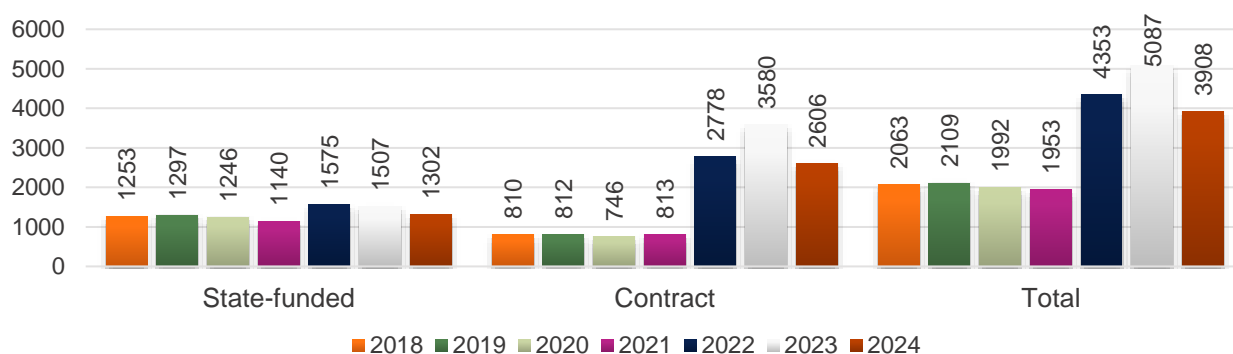


Figure F.4. Dynamics of students enrolled in LNTU by source of funding (2018-2024)

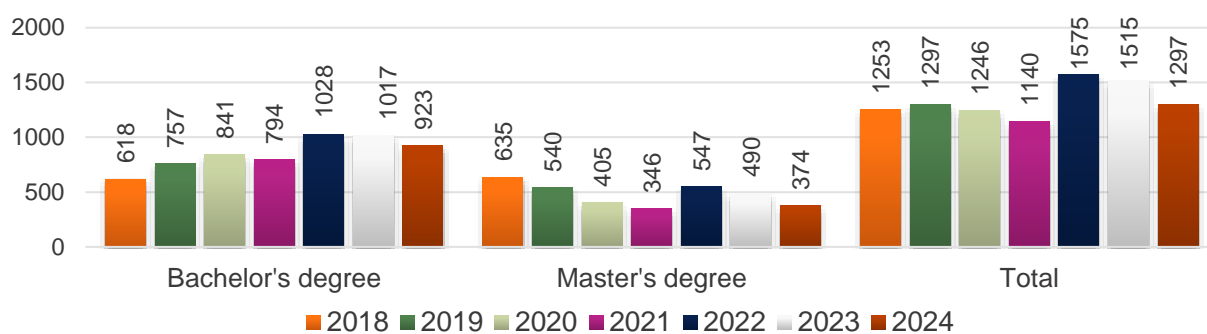


Figure F.5. Dynamics of State Order Volumes (2018-2024)

Table F.1. Number of LNTU students in 2020-2024

Indicator	Year				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Number of students, as of November 1st	5360	5321	7847	10890	11121
Bachelor	4115	4236	5583	7757	8562
I year of study	1369	1385	2452	2683	2404
II year of study	1304	1394	1438	3006	2783
III year of study	677	790	986	1153	2309
IV year of study	765	667	707	915	1066
Master	1191	1030	2126	2935	2331
I year of study	506	506	1618	1427	1133
II year of study	685	524	508	1508	1198
PhD	52	55	137	194	218
I year of study	27	15	89	83	40
II year of study	11	22	15	89	89
III year of study	7	11	22	8	80
IV year of study	7	7	11	14	9
Doctor	2	0	1	4	10
I year of study			1	3	7
II year of study	2			1	3
Faculty of Business and Law					
Number of students, as of November 1st	1203	1110	1521	2130	2136
Bachelor	929	853	1010	1433	1550
I year of study	261	214	375	360	441
II year of study	267	270	256	625	467
III year of study	204	169	207	219	438
IV year of study	197	200	172	229	204
Master	249	244	455	600	484
I year of study	107	126	330	266	240
II year of study	142	118	125	334	244
PhD	23	13	55	93	92
I year of study	11	2	46	41	10
II year of study	4	3	2	46	41
III year of study	4	4	3	2	40
IV year of study	4	4	4	4	1
Doctor	2	0	1	4	10
I year of study			1	3	7
II year of study	2			1	3
Faculty of Agricultural Technologies and Environmental Studies					
Number of students, as of November 1st	443	464	650	959	1019
Bachelor	329	355	481	698	811
I year of study	99	87	181	207	200
II year of study	111	119	119	292	245
III year of study	44	106	119	120	249
IV year of study	75	43	62	79	117
Master	106	98	159	250	195
I year of study	52	40	116	137	79
II year of study	54	58	43	113	116

PhD	8	11	10	11	13
I year of study	2	3	1	7	2
II year of study	5	1	3	1	7
III year of study	1	5	1	2	2
IV year of study	-	2	5	1	2
Number of students, as of November 1st	721	627	981	1455	1513
Bachelor	523	506	711	993	1087
I year of study	188	194	376	395	312
II year of study	181	182	188	385	383
III year of study	62	68	80	130	264
IV year of study	92	62	67	83	128
Master	186	110	250	434	396
I year of study	61	56	192	244	221
II year of study	125	54	58	190	175
PhD	12	11	20	28	30
I year of study	7	4	11	11	6
II year of study	1	4	4	11	11
III year of study	2	1	4	2	10
IV year of study	2	2	1	4	3
Faculty of Computer and Information Technologies					
Number of students, as of November 1st	872	963	1468	1968	1919
Bachelor	697	804	1063	1462	1504
I year of study	267	324	485	533	381
II year of study	204	265	312	538	529
III year of study	106	111	176	239	379
IV year of study	120	104	90	152	215
Master	175	159	392	485	392
I year of study	79	83	316	239	192
II year of study	96	76	76	246	200
PhD	0	0	13	21	23
I year of study	-	-	13	8	4
II year of study	-	-	-	13	7
III year of study	-	-	-	-	12
Faculty of Customs, Materials and Technologies					
Number of students, as of November 1st	555	545	877	1280	1304
Bachelor	467	463	634	930	1056
I year of study	131	162	255	402	364
II year of study	163	124	173	288	358
III year of study	59	118	115	144	229
IV year of study	114	59	91	96	105
Master	81	72	226	325	211
I year of study	31	38	188	161	101
II year of study	50	34	38	164	110
PhD	7	10	17	25	37
I year of study	5	4	8	11	11
II year of study	1	4	4	8	15
III year of study	-	1	4	3	9
IV year of study	1	1	1	3	2
Faculty of Digital, Educational and Social Technologies					
Number of students, as of November 1st	603	636	889	1204	1233
Bachelor	464	520	653	878	986
I year of study	165	140	300	331	249
II year of study	143	172	138	337	351
III year of study	109	100	112	102	283
IV year of study	47	108	103	108	103
Master	139	116	236	326	244
I year of study	75	44	190	140	114
II year of study	64	72	46	186	130
PhD	0	0	0	0	3
I year of study	-	-	-	-	3
Number of students, as of November 1st	963	971	1453	1899	1997
Bachelor	706	735	1031	1363	1568
I year of study	258	264	480	455	457

II year of study	235	262	252	541	450
III year of study	93	118	177	199	467
IV year of study	120	91	122	168	194
Master	255	231	408	515	409
I year of study	101	119	286	240	186
II year of study	154	112	122	275	223
PhD	2	5	14	21	20
I year of study	2	2	9	8	4
II year of study		3	2	9	8
III year of study		-	3	1	7
IV year of study		-	-	3	1

Table F.2. Number of enrolled, expelled and alumni of LNTU students in 2020-2024

Indicator	Year				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Bachelor					
Number of students as of November 1st	4115	4236	5583	7757	8562
Number of enrolled students	1482	1427	2570	3474	2774
Number of expelled students	246	84	235	532	508
Number of alumni	1238	1174	1077	1208	
Master					
Number of students as of November 1st	1191	1030	2126	2935	2331
Number of enrolled students	509	497	1626	1424	1133
Number of expelled students	148	57	190	534	401
Number of alumni	601	491	460	1252	969
PhD					
Number of students as of November 1st	52	55	137	194	218
Number of enrolled students	27	15	89	83	40
Number of expelled students	14	14	12	5	11
Number of alumni	5	4	7	7	2
Doctor					
Number of students as of November 1st	2	0	1	4	10
Number of enrolled students			1	3	7
Number of expelled students		1			
Number of alumni		1			1
Total number of students					
Number of students as of November 1st	5360	5321	7847	10890	11121
Number of enrolled students	2018	1939	4286	4984	3954
Number of expelled students	408	156	437	1071	920
Number of alumni	1844	1670	1544	2467	972

Table F.3. Number of LNTU students in 2019–2024 (by levels of higher education, forms of training, sources of funding), persons

Level of HE	Form of training	Source of funding	Number of students per year, persons					
			2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Bachelor's degree	Full-time	State-funded	1898	2058	2086	2355	2699	2878
		Contract	1175	1266	1411	2350	4021	4546
		Total	3073	3324	3497	4705	6720	7424
	Part-time	State-funded	236	210	205	246	257	273
		Contract	538	581	534	633	776	865
		Total	774	791	739	879	1033	1138
	total	State-funded	2134	2268	2291	2601	2956	3151
		Contract	1713	1847	1945	2983	4797	5411
		Total	3847	4115	4236	5584	7753	8562
Master degree	Full-time	State-funded	1003	831	704	824	963	830
		Contract	121	81	69	917	1511	1141
		Total	1124	912	773	1741	2474	1971
	Part-time	State-funded	156	92	42	66	64	21
		Contract	239	187	215	318	401	339
		Total	395	279	257	384	465	360
	total	State-funded	1159	923	746	890	1027	851
		Contract						
		Total						

Bachelor's degree + Master degree	Full-time	Contract	360	268	284	1235	1912	1480
		Total	1519	1191	1030	2125	2932	2331
		State-funded	2901	2889	2790	3179	3662	3708
	Part-time	Contract	1296	1347	1480	3267	5532	5687
		Total	4197	4236	4270	6446	9194	9395
		State-funded	392	302	247	312	321	294
	total	Contract	777	768	749	951	1177	1204
		Total	1169	1070	996	1263	1498	1498
		State-funded	3293	3191	3037	3491	3983	4002
		Contract	2173	2115	2229	4218	6709	6891
	Total	5366	5306	5266	7709	10692	10893	

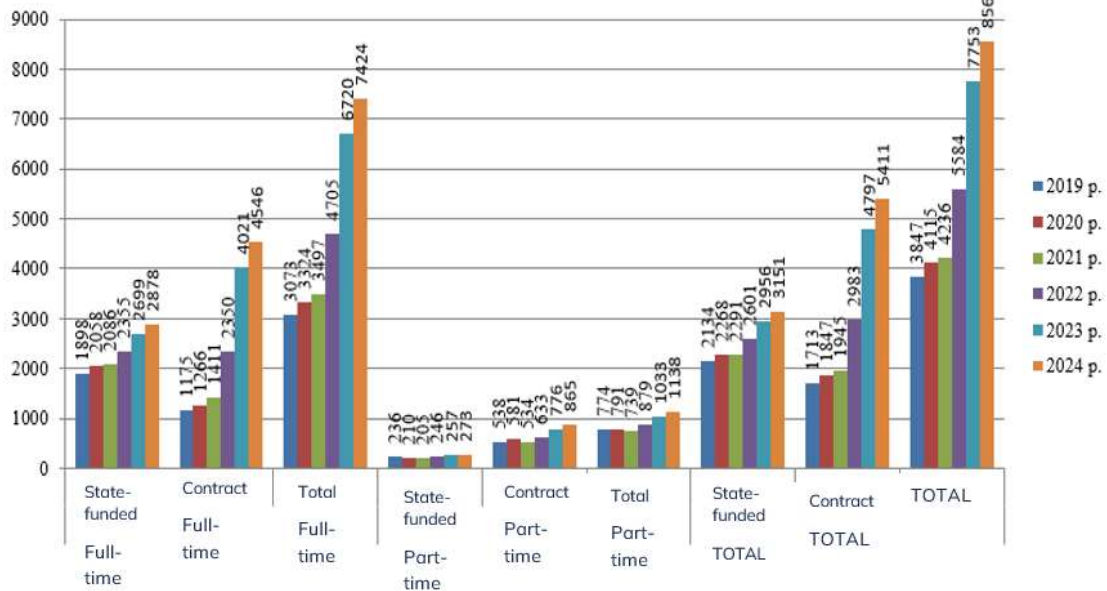


Figure F. 6. Dynamics of the number of bachelor's degrees students at LNTU in 2019-2024

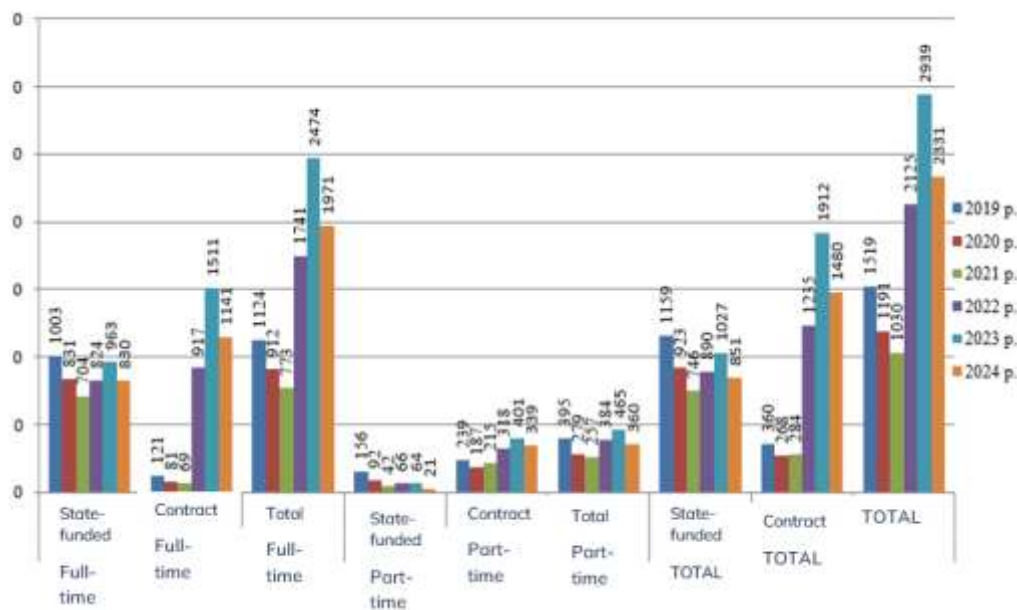


Figure F. 7. Dynamics of the number of master's degrees students at LNTU in 2019-2024

Table F.4 Student outgoing mobility

Faculties	Total number of mobilities	Total number of ECTS	Erasmus+	Programs Other grants	University/ Personal funds
2020-2021					
FBL	5	92	1		4
FCIT	4	58,5			4
FATE	7	-			7
FDEST	1	26			1
FCMT	1	30	1		
FTME	-	-			
FACD	-	-			
Total	18	206,5	2		16
FBL	33	936	2	27	4
FCIT	6	103		1	5
FATE	1	-			1
FDEST	8	256		8	
FCMT	9	123		1	8
FTME	6	176			6
FACD	5	87		1	4
Total	68	1681	2	38	28
2022-2023					
FBL	51	195	6	3	42
FCIT	20	218	2	3	15
FATE	1	-			1
FDEST	26	69	4	6	16
FCMT	32	253	3	8	21
FTME	-	-			
FACD	13	24	2	1	10
Total	143	759	17	21	105
2023-2024					
FBL	18	132	3	5	10
FCIT	9	68	2	2	5
FATE	19	78	5	2	12
FDEST	16	54		4	12
FCMT	59	394	3	1	55
FTME	2	0	1		1
FACD	25	144		2	23
Total	148	870	14	16	118
2024-2025					
FBL	43	76	2	41	
FCIT	4	74	2	2	
FATE	2	5		2	
FDEST	13	20	7	2	4
FCMT	22	200			22
FTME	2	10		2	
FACD	8	100	2	2	4
Total	94	485	13	51	30

Table F.5 Final Attestation of students at LNTU

Academic year	Form of training	Number of students	Passed with a grade			Failed/ failed to appear	Qualitative indicators of student performance	Absolute indicators of student performance	GPA
			"5"	"4"	"3"				
BACHELOR'S STUDENT									
2020-2021	Full-time	958	522	351	62	23	91,13	97,60	4,49
	Part-time	318	130	161	21	6	91,51	98,11	4,35
2021-2022	Full-time	931	228	276	427	0	54,14	100,00	3,79
	Part-time	247	18	114	115	0	53,44	100,00	3,61
2022-2023	Full-time	941	452	364	103	22	86,72	97,66	4,38
	Part-time	217	85	96	28	8	83,41	96,31	4,27
2023-2024	Full-time	1039	470	351	179	39	79,02	96,25	4,29
	Part-time	239	77	93	63	6	71,13	97,49	4,06
MASTER'S STUDENT									
2020-2021	Full-time	492	345	117	8	22	93,90	95,53	4,72
	Part-time	193	146	40	2	5	96,37	97,41	4,77
2021-2022	Full-time	390	243	113	5	29	91,28	92,56	4,66
	Part-time	116	95	16	1	4	95,69	96,55	4,84
2022-2023	Full-time	361	267	60	5	29	90,58	91,97	4,79
	Part-time	149	114	27	1	7	94,63	95,30	4,80
2023-2024	Full-time	1196	651	325	26	194	81,61	83,78	4,62
	Part-time	235	163	59	5	8	94,47	96,60	4,70
2024-2025	Full-time	868	468	262	17	121	84,10	86,06	4,60
	Part-time	200	152	43	1	4	97,50	98,00	4,77

Appendix G

LNTU Scientific Potential

Table G.1. The amount of funding for research and development work from the general and special funds of the state budget, thousand UAH.

Categories of works	2020	2021	2022	2023	2024
Amount of funding from the general fund for applied research and development	813,31	1142,949	974,378	400,000	0
The amount of funding from the special fund, total, including:	908,556	2056,744	842,712	1246,690	2054,678
Total	1721,866	3199,693	1817,090	1646,690	2054,678
number of academic staff	420	423	409	408	418
Amount of funds raised per 1 person	4,100	7,564	4,443	4,036	4,195

Table G.2. The share of international co-authorship in research in 2020-2024. Source: Scopus. Web of Science

Indicator	2020	2021	2022	2023	2024
Number of publications	205	177	140	231	219
thereof in Scopus	118	97	88	151	149
Q1	7	3	3	7	9
Q2	14	6	10	12	16
Q3	29	32	21	40	56
Q4	68	56	54	92	68
thereof in Web of Science	87	80	52	80	70
Q1	4	2	1	-	5
Q2	4	1	2	4	7
Q3	11	22	19	31	18
Q4	68	55	30	45	40
Share of international co-authored publications	0,127	0,237	0,261	0,32	0,224
H- index in SCOPUS	13	14	16	18	21
The number of citations in publications indexed by the scientometric database in SCOPUS	320	800	591	615	692
H- index in Web of Science	12	17	21	25	29
Number of citations in publications indexed by the scientometric database Web of Science	197	483	617	486	333
Number of published monographs	20	23	17	18	28
Number of professional publications in scientific journals	387	495	472	662	508

Table G3. Number of scientific publications in Scopus and WoS-indexed journals

Faculty	2020	2021	2022	2023	2024
Faculty of Digital, Educational and Social Technologies					
Department of digital educational technologies	5	3	1	5	8
Department of physical education, sport and health	6	3	2	4	9
Department of social and humanitarian technologies	4	2	1	8	10
Department of foreign and Ukrainian philology	7	7	7	16	17
Department of civil security	5	2	5	9	7
Faculty of Customs, Materials and Technologies					
Department of commodity science and customs expertise	10	8	7	8	12
Department of tourism, hotel, restaurant and catering	5	7	2	4	4
Department of materials science	12	13	7	7	8
Department of food technologies and chemistry	5	4	1	5	3
Department of light industry technologies	5	6	4	10	6
Faculty of Business and Law					
Department of finance, banking and insurance	3	3	1	6	10
Department of entrepreneurship, trade and logistics	6	5	1	7	11
Department of management	4	6	3	3	6
Department of international economic relations	5	4	1	3	1
Department of marketing	3	1	3	8	9
Department of law	4	4	2	4	6
Department of economics	10	11	7	10	9
Department of accounting and audit	12	6	4	6	2
Faculty of Agricultural Technologies and Environmental Studies					
Department of environmental studies	5	7	10	8	9
Department of agronomy	2	1	2	2	1
Department of agricultural engineering named after Professor H.A. Khailis	3	3	17	4	4
Department of forestry	2	2	1	3	4
Faculty of Transport and Mechanical Engineering					
Department of physics and higher mathematics	7	3	1	7	6
Department of automobile and transport technology	7	7	2	8	6
Department of industrial machinery engineering	4	2	4	4	2
Department of applied mechanics and mechatronics	11	13	13	10	5
Faculty of Computer and Information Technologies					
Department of computer engineering and security	5	4	3	5	3
Department of software engineering	5	3	7	6	1
Department of computer science	4	5	2	4	4
Department of automation and computer-integrated technologies	7	5	3	3	4
Department of electronics and telecommunications	8	9	9	13	4
Faculty of Architecture, Construction and Design					
Department of building and civil engineering	10	7	1	12	15
Department of applied mathematics and mechanics	9	8	3	8	6
Department of architecture and design	1	1		1	
Department of electrical engineering	4	2	3	10	7

Table G4. Number of scientific publications in Ukrainian professional editions of category "B"

Faculty	2020	2021	2022	2023	2024
Faculty of Digital, Educational and Social Technologies					
Department of digital educational technologies	7	4	4	11	8
Department of physical education, sport and health	1	4	2	13	14
Department of social and humanitarian technologies	6	16	9	17	10
Department of foreign and Ukrainian philology	3	15	25	36	41
Department of civil security	8	5	7	3	8
Faculty of Customs, Materials and Technologies					
Department of commodity science and customs expertise	20	18	16	14	12
Department of tourism, hotel, restaurant and catering	10	11	13	14	10
Department of materials science	6	14	13	17	8
Department of food technologies and chemistry	10	6	8	9	15
Department of light industry technologies	2	4	7	4	8
Faculty of Business and Law					
Department of finance, banking and insurance	11	17	25	29	20
Department of entrepreneurship, trade and logistics	13	18	28	45	34
Department of management	14	19	18	26	26
Department of international economic relations	17	15	10	13	6
Department of marketing	5	4	10	10	10
Department of law	6	8	7	6	5
Department of economics	16	20	26	23	37
Department of accounting and audit	11	17	7	16	17
Faculty of Agricultural Technologies and Environmental Studies					
Department of environmental studies		10	11	9	6
Department of agronomy			5	6	3
Department of agricultural engineering named after Professor H.A. Khailis	7	8	8	9	9
Department of forestry	7	11	9	7	3
Faculty of Transport and Mechanical Engineering					
Department of physics and higher mathematics	2	4	7	7	11
Department of automobile and transport technology	19	10	17	20	14
Department of industrial machinery engineering	1	7	4	5	9
Department of applied mechanics and mechatronics	4	12	6	5	3
Faculty of Computer and Information Technologies					
Department of computer engineering and security	26	17	12	23	12
Department of software engineering	9	5	2	3	9
Department of computer science	12	14	13	2	7
Department of automation and computer-integrated technologies	9	14	8	14	4
Department of electronics and telecommunications	5	5	7	7	9
Faculty of Architecture, Construction and Design					
Department of building and civil engineering	21	26	28	23	34
Department of applied mathematics and mechanics	1	3	8	9	9
Department of architecture and design			7	7	12
Department of electrical engineering	1	3	12	7	5

Table G5. Number of monographs, manuals, dictionaries

Faculty	2020	2021	2022	2023	2024
Faculty of Digital, Educational and Social Technologies					
Department of digital educational technologies		2	3	2	3
Department of physical education, sport and health	4	2		2	4
Department of social and humanitarian technologies	5	1	1	2	5
Department of foreign and Ukrainian philology	5	1	3	2	2
Department of civil security	1	4	2	2	8
Faculty of Customs, Materials and Technologies					
Department of commodity science and customs expertise		1	1	2	5
Department of tourism, hotel, restaurant and catering	2	2	1	2	2
Department of materials science		1	2	1	2
Department of food technologies and chemistry			1	1	3
Department of light industry technologies	2	1	1	2	4
Faculty of Business and Law					
Department of finance, banking and insurance	1	3	1	1	1
Department of entrepreneurship, trade and logistics	2	3	6	2	2
Department of management		3	2	1	2
Department of international economic relations	4	2	2	2	1
Department of marketing				1	2
Department of law			1		3
Department of economics				1	2
Department of accounting and audit			1	1	1
Faculty of Agricultural Technologies and Environmental Studies					
Department of environmental studies	2	1	1	1	1
Department of agronomy			1		
Department of agricultural engineering named after Professor H.A. Khailis	1	3			1
Department of forestry	2	2	2		
Faculty of Transport and Mechanical Engineering					
Department of physics and higher mathematics		3	4	2	2
Department of automobile and transport technology	1	1	2	2	2
Department of industrial machinery engineering	1		1	2	1
Department of applied mechanics and mechatronics				1	1
Faculty of Computer and Information Technologies					
Department of computer engineering and security	2			1	2
Department of software engineering		1		1	2
Department of computer science		3		1	1
Department of automation and computer-integrated technologies	1	1	1	1	1
Department of electronics and telecommunications		2		2	2
Faculty of Architecture, Construction and Design					
Department of building and civil engineering	1	2	2	3	2
Department of applied mathematics and mechanics	1		2	3	1
Department of architecture and design	1	5	2	4	1
Department of electrical engineering		3	0	2	

Appendix H

Table H.1. Professional Unions and associations, the members of which are LNTU employees

Type of association	Professional Unions and associations
Professional Unions	Trade Union of Education and Science Workers of Ukraine, Ukrainian Association of Students, International Association for Technological Development and Innovations, The Association of Legal Clinics of Ukraine Federation of Employers of Ukraine, Association APOLLO eV, National Association of Agricultural Advisory Services of Ukraine, Union of Rectors of Ukrainian Institutions of Higher Education, Association of International Certified Professional Accountants, etc.
Unions, associations, organizations	European University Association (EUA); UaReNet - Ukrainian Recognition Network; Magna Charta Universitatum; European Law Faculties Association (ELFA); British Council; World Higher Education Database; American Councils; International Consortium of Universities; East European Cluster; Coalition for Advancing Research Assessment (CoARA); The National Council of University Research Administrators (NCURA); European Association for International Education (EAIE); European Network for Academic Integrity (ENAI); Regional Development Agency of the Volyn region; Regional Development Association; Lutsk IT Cluster (LITaC); Association of Amalgamated Territorial Communities; Volyn Region Association "Business - Volyn"; NGO "Progresylni"; Volyn Economic League; NGO European Association for the Education of Adults - EAEA; NGO "Clean Environment"; NGO "Innovative University"; Council of Germans of Ukraine
Chamber of Commerce and Industry	Volyn Chamber of Commerce and Industry
Representative organizations	Volyn Regional Council; Lutsk District Council; Volyn Regional Association of Employers' Organizations; Centre for Collective Use of Scientific Equipment "Ground-based information complex for space monitoring of the Earth", etc.

Table H.2. Projects to support the Security and Defense Forces of Ukraine, implemented at the LNTU Student Design and Technical Bureau "Innovation Center"

Name of the product (project)	Target audience
<p>Cylindrical and rectangular stoves for heating rooms (blindages), cooking, and drying clothes</p> <p>Folding portable stoves for cooking and heating</p> <p>Gas generator stoves for cooking and heating</p> <p>High-energy fuel briquettes</p> <p>Portable field drinking water purification system</p> <p>Dielectric sapper probes</p> <p>Assault (sapper) cats (big and small)</p> <p>Vehicle for transportation of goods and people</p> <p>Robot-Avatar (manipulator) for demining and remote performance of dangerous work</p> <p>Ultrasonic 3D scanner for remote detection of mines, cavities and other targets</p> <p>Machine for producing 3D printing filament from PET plastic waste</p> <p>3D modelling and 3D printing of special-purpose parts (stabilizers, holders, housings, tails, etc.)</p> <p>Power Banks and batteries from recycled batteries</p> <p>Solar mobile chargers</p> <p>Re-equipment, modernization and repair of equipment transferred from partners from the Republic of Poland, Lithuania, uninterruptible power supply units</p> <p>Armored materials</p> <p>Anti-drone rifles</p> <p>Kamikaze FPV attack drones (in collaboration with the NGO "Let's Live")</p> <p>Chevrons, epaulettes, patches, logos, etc.</p> <p>Dragonfly-10 Electric Unmanned Helicopters.</p> <p>A prototype of an FPV drone was manufactured, and research was carried out using flight tests in real conditions to establish and confirm its technical characteristics.</p> <p>In cooperation with ALLBIONICS www.allbionics.ai development of innovative mechanical systems for the manufacture of high-tech bionic limb prostheses</p>	<p>Supplied to units of the Armed Forces of Ukraine, the National Guard, the State Emergency Service, and the civilian population affected by shelling or natural disasters</p> <p>Supplied to units of the Armed Forces of Ukraine and the State Emergency Service, police, medical personnel and other services</p> <p>Supplied to units of the Armed Forces of Ukraine, State Emergency Service, Territorial defense, police</p> <p>Provided by ALLBIONICS free of charge to people who have lost a limb(s)</p>