Sustainable development strategy

NUBiP of Ukraine

2026 2032

Rector's Office

Heroiv Oborony Str.15
building 3, of. 207
Kyiv, Ukraine, 03041

nubip.edu.ua

NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF UKRAINE

APPROVED
by the Academic Council of NUBiP of Ukraine
22 October 2026, Minutes No. 4

SUSTAINABLE DEVELOPMENT STRATEGY

National University of Life and Environmental Sciences of Ukraine

2026-2032

Kyiv - 2026

Національний університет біоресурсів і природокористування України

ВИТЯГ ІЗ ПРОТОКОЛУ № 4

Засідання Вченої ради

22 жовтня 2026 року

м. Київ

Голова Вченої ради: Ніколаєнко С.М.
Учений секретар: Барановська О.Д.

Присутні: 90 осіб зі 122 членів ради

СЛУХАЛИ: голову координаційної ради, проректора з наукової роботи та інноваційної діяльності, доктора с.-г. наук, професора ТОНХУ Оксану Леонідівну про затвердження **«Стратегії сталого розвитку НУБіП України на 2026-2032 роки»**.

УХВАЛИЛИ: затвердити **«Стратегію сталого розвитку НУБіП України на 2026-2032 роки».**

Рішення прийнято одноголосно.

Голова Вченої ради **Станіслав НІКОЛАЄНКО**

Учений секретар **Оксана БАРАНОВСЬКА**

PREAMBLE
MISSION, VISION AND PRINCIPLES

The National University of Life and Environmental Sciences of Ukraine (hereinafter referred to as NUBiP of Ukraine) regards sustainable development as a fundamental principle of institutional development and a means of integrating educational, research, innovation, administrative and operational activities.

The University's profile directly links it to food and environmental security, responsible natural resource management, agrifood systems, forestry and water management, veterinary medicine, the bioeconomy, energy, digital technologies, rural development and human potential.

Amid the Russian Federation's full-scale armed aggression against Ukraine, the Strategy also strengthens the role of NUBiP of Ukraine in providing scientific, human-resource and innovation support for the recovery of the country, its natural resources, agrifood sector, territories and communities, based on the principles of sustainability, security, resource efficiency and European integration.

Mission:

To generate and disseminate knowledge, train professionals, conduct research and implement evidence-based solutions aimed at the responsible use of biological and natural resources, ensuring food and environmental security, developing human potential, supporting post-war recovery and advancing Ukraine's sustainable development.

Vision - 2032:

NUBiP of Ukraine is a competitive European research-oriented university in which the principles of sustainable development are integrated into education, research, innovation, governance and operations, and whose results have a measurable impact on society, the economy, the natural environment and Ukraine's recovery.

Implementation principles:

- a systemic and integrated approach; scientific rigour and decision-making based on reliable data;
- alignment with international and European frameworks and consistency with Ukraine's public policy;
- academic integrity, ethics, openness and accountability;
- a people-centred approach, equal opportunities, inclusiveness, and decent and safe learning and working conditions;
- resource efficiency, environmental responsibility, biodiversity conservation and climate change adaptation;

- digital transformation, the responsible, ethical and safe use of artificial intelligence technologies, partnership, measurability of results, resilience and adaptability.

1. GENERAL PROVISIONS

The Sustainable Development Strategy of NUBiP of Ukraine for 2026-2032 is a strategic planning document and an integral part of the University's overall governance system. It elaborates on the Development Strategy of NUBiP of Ukraine for 2026-2030, "Holosiivska Initiative - 2030", in the areas of education for sustainable development, research and innovation, green and digital transformation, resource management, social responsibility, partnerships and societal impact.

The provisions of the Strategy are taken into account when preparing plans for structural units, educational programmes, research and innovation projects, infrastructure development programmes, international cooperation initiatives, digital transformation measures and resource management arrangements. The University's thematic policies provide further detail on individual areas without duplicating the main text of the Strategy.

2. STRATEGIC CONTEXT

The Strategy has been developed at four interrelated levels: international, European integration, national and institutional. It is grounded in the UN 2030 Agenda and the Sustainable Development Goals, UNESCO approaches to Education for Sustainable Development, European policies on the green and digital transitions, the European Higher Education Area and the European Research Area, as well as Ukraine's strategic and regulatory documents. The regulatory and strategic framework underpinning the Strategy is presented in Annex 1.

Areas of particular importance to NUBiP of Ukraine include sustainable agrifood systems, climate resilience, biodiversity, the circular economy, energy efficiency, open science, research infrastructures, human potential development and digital transformation.

The Ukrainian dimension of NUBiP of Ukraine's sustainable development strategy encompasses the restoration and safe use of agricultural land; assessment and remediation of war-related soil and water contamination; restoration of forest and natural ecosystems; food and energy security; climate-resilient agricultural production; rural development; and training the workforce needed for the country's reconstruction.

NUBiP of Ukraine recognises the interconnected nature of all 17 UN Sustainable Development Goals. At the same time, the University's profile identifies areas in which its educational, research, innovation and societal activities have the greatest potential for long-term impact:

- SDG 2, "Zero Hunger" - food security, sustainable agriculture, and food safety and quality;
- SDG 4, "Quality Education" - the quality of educational provision, education for sustainable development, green and digital skills, and lifelong learning;
- SDG 8, "Decent Work and Economic Growth" - human potential development, appropriate working conditions, entrepreneurship and innovation;
- SDG 11, "Sustainable Cities and Communities" - territorial and community development, spatial planning, safety and environmental resilience;
- SDG 15, "Life on Land" - soils, forests, land resources, biodiversity and natural ecosystems;
- SDG 16, "Peace, Justice and Strong Institutions" - academic integrity, transparent governance, institutional responsibility and expert participation;
- SDG 17, "Partnerships for the Goals" - international, cross-sectoral and interdisciplinary cooperation.

Alongside these priorities, NUBiP of Ukraine's activities make a significant contribution to SDGs 3, 6, 7, 9, 12 and 13, as well as other Sustainable Development Goals. The alignment of strategic areas with the UN Sustainable Development Goals is set out in Annex 2.

At NUBiP of Ukraine, sustainable development is understood as a comprehensive, long-term process of institutional change combining economic efficiency, social responsibility, environmental security, human potential development, technological modernisation and good governance. It is not treated as a separate field of activity but is integrated into strategic planning, education, research, innovation, infrastructure, human resources policy, resource management and partnerships (see Table).

The institutional model builds on the distinctive characteristics of NUBiP of Ukraine as a multidisciplinary research-oriented university that brings together educational activities, fundamental and applied research, laboratory and experimental production infrastructure, land, forest and other natural resources, teaching and research farms, and established links with the economy, government, communities and international partners.

Table. Strategic areas of sustainable development at NUBiP of Ukraine

No.	Strategic area	Description of strategic area	Main focus
1	Education for sustainable development and human potential development	Integrating sustainability principles into education, building modern competencies, advancing interdisciplinarity and lifelong learning	Quality education, human potential, green and digital skills
2	Research and innovation for sustainable development and Ukraine's recovery	Developing fundamental and applied research, innovation, knowledge and technology transfer, and international scientific cooperation	Research performance, innovation, Ukraine's recovery
3	Food security, sustainable agrifood systems and the bioeconomy	Building resilient agrifood systems, developing sustainable agriculture, conserving natural resources and applying bioeconomic approaches	Food security, sustainable agricultural production, bioeconomy
4	Environmentally responsible and resource-efficient university environment	Responsible use of energy, water, materials and land resources; waste management; biodiversity conservation; and development of environmentally balanced infrastructure	Environmental responsibility, resource efficiency, sustainable campus
5	Social responsibility, decent work, health and inclusion	Developing a safe, inclusive and people-centred environment, supporting staff and learners, and ensuring equal opportunities	Social sustainability, well-being, inclusion
6	Responsible and transparent governance	Developing strategic governance, academic integrity, digital transformation, internal policies, accountability and risk management	Transparency, responsibility, digital governance
7	Partnerships and societal impact	Developing cooperation with public authorities, businesses, territorial communities, international partners and civil society	Partnerships, societal impact, stakeholder engagement

The identified strategic areas of sustainable development at NUBiP of Ukraine shall be implemented through a systemic approach that ensures their interconnection and coherence. The strategic areas are not viewed as separate fields of activity but together form a unified institutional framework.

Cross-cutting components of Strategy implementation include European integration and internationalisation; digital transformation and the responsible use of data and artificial intelligence technologies; Ukraine's recovery and stronger institutional resilience; academic integrity, open science and sound data governance; systematic stakeholder engagement; and performance monitoring and evaluation.

European integration and internationalisation entail the gradual alignment of NUBiP of Ukraine's institutional practices with the principles of the European Higher Education Area and the European Research Area; the development of academic mobility and international educational and research projects; participation in research consortia; and expanded partnerships with universities, research institutions and international organisations. NUBiP of Ukraine ensures the systematic integration of sustainable development principles into its international educational, research, project and partnership activities. The University participates in international systems for assessing and benchmarking sustainability in higher education institutions and uses their methodological approaches as an additional tool for institutional self-assessment, identifying areas for improvement and comparing performance with international practice. Participation in international rankings does not replace the University's strategic objectives but serves as one of the tools for assessing their achievement and increasing the international visibility of results.

Digital transformation should enable the use of modern information systems, digital tools, data analytics and artificial intelligence technologies to improve educational quality, research performance, management efficiency and resource monitoring. Data and AI must be used responsibly and transparently, with information protection, academic integrity and compliance with legal requirements.

Ukraine's recovery is regarded as a cross-cutting strategic priority requiring the University's educational, research and innovation potential to be directed towards addressing war-related challenges, restoring natural resources and territories, ensuring food, environmental and energy security, developing human potential, and strengthening the resilience of communities and the state.

Academic integrity, open science and sound data governance should ensure compliance with academic, ethical and professional standards; appropriate storage, use and dissemination of research results; and the development of open access to scientific information, with due regard for intellectual property rights and information and research security requirements.

An important element of implementing the Strategy is systematic stakeholder engagement, including students and other learners, employees, employers, national and local authorities, territorial communities, businesses, civil society and international partners. Their involvement should contribute to more evidence-based management decisions, more relevant educational and research priorities, and greater societal relevance of the University's activities.

Performance monitoring and evaluation are based on a system of quantitative and qualitative indicators and should provide for regular assessment of progress towards strategic objectives, identification of deviations, analysis of the effectiveness of implemented measures, and preparation of evidence-based decisions on further improvement of the Strategy.

The interaction of these components creates a continuous cycle of value creation and dissemination: education - research - innovation - implementation - assessment of results and impact - knowledge dissemination - improvement of educational, research and management activities.

The expected institutional outcome is an integrated sustainability governance system at NUBiP of Ukraine that aligns strategic objectives with activity plans and performance indicators, clearly allocates responsibilities, ensures systematic data collection and verification, uses resources effectively, conducts regular monitoring and publicly reports on Strategy implementation.

3. STRATEGIC AREAS

3.1. Education for sustainable development and human potential development

The strategic objective of the education area is the systematic integration of sustainable development principles, environmental and social responsibility, and digital and green skills into the content and outcomes of educational activities at NUBiP of Ukraine.

Its implementation involves updating educational programmes to reflect the principles of resource efficiency, climate responsibility, biodiversity and the circular economy; developing digital skills and the responsible use of artificial intelligence; strengthening interdisciplinary and practice-oriented training through the University’s laboratory, experimental and production infrastructure; and developing competencies for Ukraine’s sustainable recovery. Lifelong learning and continuous professional development for employees are important components.

The expected result is that learners will be equipped to make professionally sound decisions, taking into account their economic, social, environmental and ethical consequences.

3.2. Research and innovation for sustainable development and Ukraine’s recovery

The strategic objective of this area is to enhance research excellence, interdisciplinarity, innovation and the practical impact of NUBiP of Ukraine's research in addressing key challenges of sustainable development and national recovery.

Research and innovation priorities include developing sustainable and climate-resilient agrifood systems; restoring soils, land, water and forest resources; addressing the consequences of war-related contamination; the bioeconomy and circular technologies; veterinary medicine and One Health approaches; and digital agriculture, remote monitoring, robotics, artificial intelligence and data analytics.

Performance in this area should be underpinned by high-quality research, academic integrity, sound data governance, open science, modernised research infrastructure, international integration, competitive funding, technology transfer and commercialisation of results.

Expected results include improved research quality and practical relevance, expanded international research cooperation, more effective use of infrastructure, implementation of innovative solutions, and stronger documented expert contributions by NUBiP of Ukraine's researchers to society.

3.3. Food security, sustainable agrifood systems and the bioeconomy

The strategic objective is to establish the scientific, educational and practical foundations for productive, safe, resource-efficient and climate-resilient agrifood systems that combine responsible natural resource management, digitalisation, the bioeconomy and One Health approaches.

Priorities include maintaining soil health and fertility; monitoring and restoring degraded and contaminated land; developing climate-resilient crop production and precision agriculture; sustainable livestock production; animal welfare and health; veterinary safety; efficient water use; food safety and traceability; modern processing technologies; digital systems for monitoring and managing agricultural production; and the circular use of resources, processing of by-products and reduction of losses and waste. A key condition for implementation is the use of the University's teaching and research farms, laboratories and production facilities as settings for education, research, testing, demonstration and deployment of technological solutions, together with partnerships with producers, communities and public authorities and the dissemination of evidence-based practices.

A distinctive feature of NUBiP of Ukraine is its own land, forest, water, laboratory, teaching and research resources, which make it possible to combine education, research,

demonstration and practical application of solutions in real production and natural systems.

The expected result is the development and testing of models of sustainable agrifood systems that conserve and restore soil, water and biological resources; improve the climate resilience of crop and livestock production; ensure food safety and quality; reduce resource losses and waste; advance the bioeconomy and circular resource use; and make practical use of NUBiP of Ukraine's teaching, research and production facilities to demonstrate and disseminate effective solutions.

3.4. Environmentally responsible and resource-efficient university environment

The strategic objective is to progressively reduce the resource intensity and environmental impact of NUBiP of Ukraine's operations, strengthen energy, resource and climate resilience, and use the university environment as a setting for education, research and demonstration of sustainable development practices.

Implementation entails improving the energy efficiency of buildings and technological processes; developing metering systems and making evidence-based use of renewable energy sources; gradually introducing greenhouse gas emissions accounting and climate risk assessment; using water efficiently and reducing avoidable water losses; systematic waste management prioritising prevention, reuse and recycling; conserving biodiversity, green spaces, land and forest resources; developing sustainable mobility; and applying life-cycle principles to infrastructure modernisation, procurement and investment. Phased implementation of digital monitoring of energy and water consumption, waste generation and infrastructure condition is an important requirement.

Expected results include increased resource efficiency of university infrastructure, reduced avoidable expenditure and adverse environmental impacts, improved management of natural and material resources, and the development of the university environment as a practical model of environmentally responsible operations.

Performance in this area is assessed on the basis of actual metering and inventory data, while targets are determined in the Implementation Plan, taking technical and financial feasibility into account.

3.5. Social responsibility, decent work, health and inclusion

The strategic objective is to create a safe, accessible, inclusive and people-centred university environment that provides decent learning and working conditions, equal opportunities, professional development, physical and psychological well-being, and appropriate social support for members of the university community.

Implementation involves ensuring safe working and learning conditions; developing an occupational health and safety culture and preventing occupational risks; systematically enhancing qualifications and developing staff potential; upholding equality, non-discrimination and respect for dignity; preventing harassment, bullying and workplace mobbing; and improving the accessibility of the physical, information and digital environments for persons with disabilities and others with reduced mobility. Particular attention is given to physical and mental health, the well-being of students and employees, and systematic support for veterans, war-affected persons, internally displaced persons and other groups requiring additional assistance. Important components include the involvement of students and employees in developing the university environment and decision-making, stronger engagement with territorial communities, and dissemination of university expertise.

The expected result is a university community operating on the principles of trust, safety, respect, inclusiveness and professional development, with social indicators systematically assessed using accurate, non-personally identifiable data.

3.6. Responsible and transparent governance

The strategic objective is to integrate sustainable development principles into NUBiP of Ukraine's institutional governance, strategic and operational planning, financial and resource decisions, procurement, investment, data and risk management, and digital transformation.

Implementation entails combining centralised strategic leadership with operational responsibility at the level of structural units; developing management based on objectives, performance indicators, reliable data and regular analysis; establishing an integrated information environment built on existing information systems, primary registers and official records; further digitalising management processes, electronic document management and analytics; and gradually developing Smart Campus components.

Important components include the efficient use of financial, material, energy and human resources; sustainable procurement and responsible investment; academic integrity; ethical and transparent use of digital tools and artificial intelligence; cybersecurity and data protection; research and digital resilience; risk management; continuity of core functions; openness and accountability. Data are regarded as a key management resource and should be generated in primary information systems, verified by responsible units and reused for analytical and reporting purposes.

The expected result is a transparent, accountable, digitally supported and effective governance system that enables evidence-based decision-making, efficient resource use, reduced administrative duplication and stronger institutional resilience.

3.7. Partnerships and societal impact

The strategic objective is to increase NUBiP of Ukraine's societal impact through systematic partnerships with national and local authorities, territorial communities, businesses, professional associations, civil society, research and educational institutions, and international partners.

Implementation entails researchers' expert participation in public policymaking and in scientific, scientific and technical, expert and advisory bodies; preparation of analytical materials, recommendations, forecasts and roadmaps; partnerships with territorial communities, businesses and employers; joint research and provision of scientific services; development of dual education, Living Labs, technology transfer, intellectual property management and innovation entrepreneurship support. Other important components include participation in international programmes and consortia, academic mobility, joint educational and research initiatives, open science, science communication, and engagement with schools, young people and alumni.

The effectiveness of partnerships should be determined not by the number of agreements concluded or events held, but by the actual use of university knowledge and technologies, joint outputs delivered, and documented impact on public policy, the economy, territorial development, the natural environment and human potential. In the context of Ukraine's recovery, NUBiP of Ukraine should serve as a platform for interaction among research, government, business, communities and international partners, bringing together expert knowledge, management decisions, technological capabilities, investment resources and practical experience.

4. UKRAINE'S RECOVERY AS A CROSS-CUTTING PRIORITY OF THE SUSTAINABLE DEVELOPMENT STRATEGY

Ukraine's recovery is treated in the Strategy as a cross-cutting priority that integrates NUBiP of Ukraine's educational, research, innovation, resource and partnership potential and directs it towards overcoming the consequences of the war and establishing resilient models for national development.

Given the University's profile, particular importance is attached to the safe use and restoration of agricultural land; assessment and remediation of war-related contamination of soils and waters; restoration of forest, aquatic and other natural ecosystems;

biodiversity conservation; food security; restoration of agrifood value chains; development of climate-resilient production; improved energy and resource resilience of infrastructure; and training professionals for reconstruction, risk management and the development of territorial communities.

Implementation of this priority entails combining fundamental and applied research, education, technology transfer, expert support for national and local decision-making, and partnerships with public authorities, territorial communities, businesses and international organisations. Ukraine's recovery must be pursued in conjunction with European integration and the transition towards modern, safe, resource-efficient, digital and environmentally responsible development models.

The expected result is verified practical application of NUBiP of Ukraine's knowledge, technologies and expertise in restoring natural resources, the agrifood sector, territories and communities, as well as in developing human potential and strengthening national resilience.

5. IMPLEMENTATION, MONITORING AND EVALUATION MECHANISMS

The Strategy is implemented within NUBiP of Ukraine's existing strategic and operational management system. It sets out long-term objectives, priorities and general directions for institutional development, while specific measures, timelines, responsible implementers, resources and indicator targets are detailed in the Strategy Implementation Plan for 2026-2032 and the relevant thematic policies and programmes.

The management cycle for implementing the Strategy comprises successive stages of planning, implementation, monitoring, evaluation and adjustment.

During planning, tasks, performance indicators, required resources and responsible implementers are identified. During implementation, the relevant structural units carry out the measures, projects and policies.

Monitoring involves systematic data collection and analysis, assessment of indicator trends and identification of deviations. Evaluation focuses on determining results achieved, impact, risks and constraints. Its findings inform management decisions on adjusting measures and resources and, where necessary, updating individual provisions of the Strategy.

The monitoring system is based on quantitative and qualitative indicators. Each indicator has a defined scope, data source, baseline and target value, assessment frequency and responsible structural unit. Where systematic information is unavailable, baselines are established through a baseline assessment in 2026. Monitoring is conducted regularly and

a comprehensive evaluation of Strategy implementation is carried out annually. NUBiP of Ukraine's annual Sustainable Development Report is published in Ukrainian and English on the University's official website. Data and documents that do not contain restricted information are published in a form suitable for external verification and international comparison. The system of indicators for assessing performance in the strategic areas is provided in Annex 3.

A fundamental distinction is made between activities, immediate outputs and long-term impact. Holding an event, implementing a project, concluding an agreement, purchasing equipment or creating infrastructure are considered outputs; however, on their own they do not provide sufficient evidence of achieving strategic objectives unless changes in practices, performance or the condition of the relevant system have been recorded.

The Strategy does not envisage establishing a parallel governance system. Institutional responsibility is allocated according to the powers of the University's existing governing bodies and structural units. The Rectorate and University leadership provide strategic coordination and alignment of priorities and resource decisions; functional managers and designated units are responsible for implementing tasks within their areas, ensuring data reliability and fulfilling plans; and structural units incorporate relevant tasks into annual work plans, educational programmes, research projects, and operational and infrastructure decisions. Interdisciplinary tasks are implemented through coordination and shared responsibility among the units concerned.

The information underpinning monitoring should be drawn primarily from primary data in official information systems, registers and accounting records. Data are verified by responsible units and reused for analysis and reporting, thereby reducing manual data collection, avoiding duplication and improving reliability.

Internal reporting is integrated into existing management processes and should not create an excessive administrative burden. Annual evaluations should cover the implementation of planned measures, trends in key indicators, achievement of target values, identified risks and constraints, and proposals for further adjustments. The principal results of Strategy implementation are to be publicly presented in the annual Sustainable Development Report or the relevant publicly accessible section of the University's official information resources.

The links between strategic areas, key tasks, implementation mechanisms, responsible functional units and expected results are set out in the Strategy Implementation Matrix (Annex 4). Specific measures, deadlines, implementers and resources are defined in the Strategy Implementation Plan.

Implementation of the Strategy takes account of security, financial, staffing, infrastructure, energy, information, technological, regulatory and reputational risks. Resources may be provided from general and special funds, grants, international projects, contracted work, partnerships and other sources permitted by law.

The Strategy may be updated in response to significant changes in legislation, public policy, security conditions or institutional priorities, or on the basis of monitoring and evaluation results. The principle of accountability requires each strategic result to be traceable through the following sequence: objective - person or unit responsible - data source - baseline - target - actual result - management decision.

6. EXPECTED RESULTS AND INSTITUTIONAL EFFECT

Implementation of the Strategy should facilitate a transition from individual sustainability initiatives to a comprehensive institutional system in which the principles of sustainability are integrated into NUBiP of Ukraine's educational, research, management, infrastructure and resource decisions, and their results are systematically monitored and evaluated.

In education, expected results include the systematic incorporation of competencies in sustainable development, resource efficiency, climate responsibility, digital technologies and responsible AI use into educational programmes; expanded interdisciplinary and practice-oriented learning; use of laboratories, teaching and research farms, and other university facilities as learning environments for testing sustainable solutions; and development of lifelong learning programmes and training for professionals involved in Ukraine's recovery.

In research and innovation, expected results include a greater share of research aligned with sustainable development and recovery priorities; increased participation in international research consortia and competitive funding programmes; advances in open science and sound research data management; greater utilisation and accessibility of research infrastructure; and a portfolio of technologies, developments and research results transferred for practical use or commercialisation.

In agrifood systems, expected results include the development, testing and dissemination of evidence-based solutions for soil and water conservation and restoration, climate-resilient crop and livestock production, food safety, precision agriculture, the bioeconomy, circular resource use and One Health approaches. The University's teaching and research farms and production facilities should serve as demonstration sites for testing and disseminating these solutions.

In university infrastructure and resources, the Strategy envisages systematic accounting of energy and water consumption, waste generation and the use of other resources; phased deployment of digital monitoring; energy- and water-efficiency measures; development of waste prevention, sorting, reuse and recycling systems; establishment of a greenhouse gas emissions inventory; and conservation of the University's biodiversity, green spaces, land and forest resources.

In the social sphere, expected results include greater accessibility of physical, information and digital environments; stronger occupational health and safety systems; staff professional development; psychological and social support; and improved support mechanisms for veterans, persons with disabilities, internally displaced persons and other university community members requiring additional assistance.

In governance, an integrated sustainability management model should be established, linking strategic objectives with annual plans, responsible units, data sources and performance indicators. The Strategy envisages broader use of official information systems and management analytics; less data duplication; development of electronic document management, responsible and ethical AI use, risk management systems, cybersecurity and continuity of core functions. Results of Strategy implementation should be consolidated and publicly presented each year.

In partnerships and societal impact, expected results include a systematic portfolio of documented cases in which NUBiP of Ukraine's knowledge, technologies and expertise are used by national and local authorities, businesses, territorial communities and international partners; the development of joint research, Living Labs, technology transfer and advisory services; and expert contributions to national and regional policymaking.

In the context of Ukraine's recovery, the expected outcome is practical application of the University's competencies to the assessment and restoration of land, soil and water resources, natural ecosystems, the agrifood sector, territories and communities, alongside workforce training and expert support for management decisions.

The overall institutional effect of implementing the Strategy should be an integrated "education - research - innovation - governance - infrastructure - partnership" model in which every strategic area has designated responsibilities, a system of indicators, verified data sources and a mechanism for regular performance evaluation.

7. FINAL PROVISIONS

The Sustainable Development Strategy of NUBiP of Ukraine is part of the University's strategic management system and provides the basis for developing and updating internal policies, programmes, plans and projects in education, research,

innovation, governance, infrastructure development, resource use, social responsibility and partnerships. It is implemented within the University's powers, in accordance with Ukrainian legislation, the Charter of NUBiP of Ukraine and internal regulatory documents, and is aligned with the "Holosiivska Initiative - 2030" and other University strategic documents.

Upon expiry of the Strategy, a final evaluation of its performance shall be conducted. The Strategy enters into force on the date of its approval in accordance with the established procedure and remains valid until 31 December 2032.

Individual programmes and projects designed for longer periods may continue in accordance with University decisions. In 2030, a comprehensive interim evaluation of Strategy implementation will be conducted, with the possibility of refining objectives, indicators and measures in response to changes in international, European and national strategic frameworks, the regulatory environment, security conditions and institutional priorities.

By 2032, the University should ensure the integration of sustainable development principles into education, research, innovation, governance and operations; systematic monitoring of key indicators and annual public reporting on main results; development of research, educational and production infrastructure as environments for testing and demonstrating sustainable solutions; greater resource efficiency, environmental responsibility, biodiversity conservation and campus resilience; support for academic integrity, inclusion, decent working and learning conditions, and digital and research security; expanded practical use of research results through technology transfer, partnerships and expert activities; and the systematic application of NUBiP of Ukraine's competencies to Ukraine's sustainable development and recovery.

The architecture for Strategy implementation is based on consistent links between the University's strategic documents, the Implementation Plan for 2026-2032, annual plans of structural units and the key performance indicator system, enabling regular monitoring, public reporting and adjustments to management decisions based on evaluation findings.

ANNEX 1. REGULATORY AND STRATEGIC FRAMEWORK

The Sustainable Development Strategy of NUBiP of Ukraine for 2026-2032 has been developed with reference to international sustainable development frameworks; European strategic approaches to education, research, innovation, and the green and digital transitions; Ukrainian legislation and strategic documents; and the University's current strategic and regulatory documents. The documents listed have different legal and programmatic status: international and European documents are used as conceptual and policy reference points in accordance with their legal nature, while Ukrainian laws and regulations are applied according to their legal force and regulatory scope.

1. International level

1. United Nations General Assembly Resolution 70/1 of 25 September 2015, "Transforming our world: the 2030 Agenda for Sustainable Development". The document establishes 17 Sustainable Development Goals and 169 targets, providing a universal framework for balanced economic, social and environmental development by 2030. Priorities for NUBiP of Ukraine include SDGs 2, 4, 8, 11, 15, 16 and 17, as well as SDGs 3, 6, 7, 9, 12 and 13, which are related to the University's profile.

2. UNESCO, Education for Sustainable Development: Towards Achieving the SDGs (ESD for 2030) / Education for Sustainable Development: A Roadmap. The document defines education for sustainable development as a systemic mechanism for achieving the SDGs and emphasises the transformation of learning environments, skills development, teachers' professional development, youth engagement and an institutional approach to sustainable development.

3. Paris Agreement under the United Nations Framework Convention on Climate Change. Its provisions establish the international context for climate-responsible approaches, climate change adaptation, greater resilience and reductions in human impacts on the climate system.

4. Convention on Biological Diversity and the Kunming-Montreal Global Biodiversity Framework. These documents establish international reference points for biodiversity conservation and restoration, the ecosystem approach, sustainable use of natural resources and integration of the value of natural capital into decision-making processes.

5. UNESCO Recommendation on Open Science (2021). The Recommendation provides an international framework for open science, access to scientific knowledge, the development of open scientific infrastructure, sound data governance, international cooperation and institutional support for open science practices.

2. European and European integration level

1. European Green Deal. It sets out the EU's long-term transition towards a resource-efficient, competitive and climate-neutral economy, bringing together environmental, technological, economic and social dimensions. Relevant areas for NUBiP of Ukraine include resource efficiency, renewable energy, the circular economy, biodiversity conservation, resilient agrifood systems and green technologies.

2. European Strategy for Universities. It provides guidance for developing universities as centres of education, research, innovation, democratic values, international cooperation, and the green and digital transitions.

3. European Higher Education Area (EHEA). Its principles are taken into account in matters relating to educational quality, academic mobility, recognition of learning outcomes, student-centred education, international cooperation and the development of joint educational programmes.

4. European Research Area (ERA). It promotes a unified European area for research, innovation and technology, researcher mobility, the free circulation of knowledge, open science, research infrastructure development and international cooperation.

5. ERA Policy Agenda 2025-2027. It identifies current priorities for implementing the European Research Area, including open science, research infrastructures, research careers, research assessment, knowledge valorisation, international cooperation and new approaches to the use of artificial intelligence in research.

6. Digital Education Action Plan 2021-2027. It sets out the EU's strategic approach to developing high-quality, inclusive and accessible digital education, strengthening digital skills and adapting education systems to the digital environment.

7. Horizon Europe, the European Union's Framework Programme for Research and Innovation. It is one of the key mechanisms for integration into the European Research Area, the development of international consortia and research infrastructures, technology transfer and competitive research funding.

3. National level

1. Decree of the President of Ukraine No. 722/2019 of 30 September 2019, "On the Sustainable Development Goals of Ukraine for the period up to 2030". It establishes Ukraine's Sustainable Development Goals as reference points for forecasting, programme and regulatory documents and for ensuring balanced economic, social and environmental development.

2. Strategy for the Development of Higher Education in Ukraine for 2022-2032, endorsed by Resolution of the Cabinet of Ministers of Ukraine No. 286-r of 23 February

2022. It establishes long-term principles for developing higher education, including educational quality, universities' institutional capacity, international integration, digital transformation, research and innovation.

3. Operational Action Plan for Implementing the Strategy for the Development of Higher Education in Ukraine for 2022-2032 in 2025-2028, approved by Resolution of the Cabinet of Ministers of Ukraine No. 1383-r of 3 December 2025. It details tasks in educational quality, digital transformation, international integration, staff development, institutional governance and recovery of the higher education system.

4. Ukraine Plan, approved by Resolution of the Cabinet of Ministers of Ukraine No. 244-r of 18 March 2024, under the Ukraine Facility. It is a key national framework for reforms, recovery, modernisation and European integration. Particularly relevant to NUBiP of Ukraine are provisions concerning the agrifood sector, agricultural productivity, food security, digitalisation, demining, the green transition, human capital development, and the capacity of regions and communities.

5. State Strategy for Regional Development for 2021-2027, approved by Resolution of the Cabinet of Ministers of Ukraine No. 695 of 5 August 2020, as amended by Resolution No. 940 of 13 August 2024. It establishes the national framework for recovery and development of regions and territories affected by armed aggression, focusing on community institutional capacity, public investment, balanced ecosystem development, climate change adaptation and alignment of sectoral strategies with regional priorities.

6. Strategy for the Development of Agriculture and Rural Areas in Ukraine for the Period up to 2030 and the Operational Action Plan for its Implementation in 2025-2027, endorsed by Resolution of the Cabinet of Ministers of Ukraine No. 1163-r of 15 November 2024. This is a foundational sectoral document for modernising and restoring the agricultural sector and rural areas, aligning with the EU Common Agricultural Policy, improving competitiveness and production resilience, and developing rural areas, innovation, digitalisation, environmental sustainability and climate adaptation.

7. Food Security Strategy of Ukraine for the Period up to 2027 and the Operational Action Plan for its Implementation, endorsed by Resolution of the Cabinet of Ministers of Ukraine No. 684-r of 23 July 2024. It establishes national priorities for food system resilience, food accessibility and safety, restoration of production capacity, functioning of agrifood value chains and responses to risks arising from war and other crises.

8. National Mine Action Strategy for the Period up to 2033 and the Operational Action Plan for its Implementation in 2024-2026, endorsed by Resolution of the Cabinet of Ministers of Ukraine No. 616-r of 28 June 2024 (as amended in 2026). It is directly relevant to safely returning land to productive use, restoring agricultural production,

developing risk assessment systems, humanitarian demining, and interagency and international coordination on mine action.

9. Biodiversity Conservation Strategy of Ukraine for the Period up to 2035 and the Operational Action Plan for its Implementation in 2026-2028, endorsed by Resolution of the Cabinet of Ministers of Ukraine No. 708-r of 10 June 2026. It defines approaches to restoring and sustainably using biodiversity, integrating conservation into agriculture, forestry, fisheries and other economic activities, developing monitoring and research, nature-based solutions and biodiversity-friendly production practices.

10. Strategy for the Digital Development of Innovation Activities in Ukraine for the Period up to 2030, endorsed by Resolution of the Cabinet of Ministers of Ukraine No. 1351-r of 31 December 2024. It sets out strategic principles for the digital transformation of innovation, the development of the innovation ecosystem and the use of digital technologies in research, business and public administration.

11. Basic Principles (Strategy) of the State Environmental Policy of Ukraine for the Period up to 2030, approved by Law of Ukraine No. 2697-VIII of 28 February 2019. They establish principles for integrating environmental policy into socioeconomic development, applying the ecosystem approach, sustainable natural resource management, conservation and restoration of natural ecosystems, and environmental monitoring.

12. Strategy for Environmental Security and Climate Change Adaptation for the Period up to 2030, endorsed by Resolution of the Cabinet of Ministers of Ukraine No. 1363-r of 20 October 2021. Its provisions are taken into account in climate change adaptation, environmental risk management, improving the resilience of natural, agricultural and infrastructure systems, and ensuring environmental security.

13. National Economic Strategy for the Period up to 2030, approved by Resolution of the Cabinet of Ministers of Ukraine No. 179 of 3 March 2021. It establishes Ukraine’s long-term economic priorities, including innovation, agriculture, natural resource management, digitalisation, entrepreneurship, human capital and the integration of ecosystem approaches into sectoral policies.

14. Human Development Strategy, enacted by Decree of the President of Ukraine No. 225/2021 of 2 June 2021. Its provisions are taken into account in human potential development, education, research, health, social cohesion and the creation of conditions for personal and professional development.

15. National Open Science Plan, approved by Resolution of the Cabinet of Ministers of Ukraine No. 892-r of 8 October 2022. It sets out tasks concerning open access, research

data management, institutional repositories, digital research infrastructures and Ukraine's integration into the European open science system.

16. Law of Ukraine "On Education" No. 2145-VIII of 5 September 2017. It establishes the basic legal framework for the education system, quality assurance, academic freedom and integrity, equal access, inclusion and lifelong learning.

17. Law of Ukraine "On Higher Education" No. 1556-VII of 1 July 2014. It establishes the legal framework for higher education institutions, their autonomy, internal quality assurance, and educational, research and international activities.

18. Law of Ukraine "On Scientific and Scientific-Technical Activities" No. 848-VIII of 26 November 2015. It provides the regulatory basis for organising research, developing scientific capacity and research infrastructure, international scientific cooperation and state support for research.

19. Law of Ukraine "On Academic Integrity" No. 4742-IX of 18 December 2025. It establishes legal and organisational mechanisms for ensuring academic integrity, internal policies and procedures, academic responsibility, and regulating challenges associated with digital technologies and artificial intelligence.

20. Other Ukrainian legislation regulating environmental protection, land and water relations, waste management, energy and energy efficiency, food safety, veterinary medicine, organic production, forestry and fisheries, public procurement, occupational safety, personal data protection, and digital and cybersecurity. Their provisions apply according to the subject matter and scope of specific Strategy tasks.

4. Institutional level of NUBiP of Ukraine

1. Development Strategy of NUBiP of Ukraine for 2026-2030, "Holosiivska Initiative - 2030". This is the University's principal strategic document for the period and defines priorities for education, research, innovation, international activities, digital transformation, infrastructure, human potential and governance. The Sustainable Development Strategy of NUBiP of Ukraine for 2026-2032 elaborates on its provisions regarding the integration of the environmental, social, economic and institutional dimensions of sustainable development.

2. Charter of the National University of Life and Environmental Sciences of Ukraine. It establishes the legal and organisational foundations of the University's operations, governance system, powers of governing bodies and structural units, and main areas of educational, research, innovation and international activities.

3. Regulation on Academic Integrity at NUBiP of Ukraine. It establishes the institutional principles for ensuring academic integrity and the accountability of participants in educational and research activities.

4. Regulation on the Policy for the Use of Artificial Intelligence at the National University of Life and Environmental Sciences of Ukraine. It defines the principles of ethical, transparent and safe use of AI in educational, research and management activities.

5. Regulation on the Gender Equality, Diversity and Inclusion Policy of NUBiP of Ukraine, together with other current internal documents on non-discrimination, accessibility, occupational safety, social support and human potential development.

6. Open Science Policy at the National University of Life and Environmental Sciences of Ukraine. This document establishes institutional principles for developing open science at NUBiP of Ukraine based on accessibility, transparency, collaboration and reproducibility of research. The Policy aims to ensure open access to research results and research data in compliance with legislation, academic integrity, ethics, personal data protection and intellectual property rights. It also promotes sound research data management, repositories, digital research infrastructures, international scientific cooperation and NUBiP of Ukraine's integration into the European open science landscape.

7. Other current regulatory documents of NUBiP of Ukraine governing the educational process, quality assurance, research activities, academic integrity, digital technologies, resource and infrastructure management, and other areas of Strategy implementation.

5. Relationship between regulatory and strategic levels

The Strategy's regulatory and strategic framework forms an interconnected system:

international sustainable development frameworks → European policies and integration processes → Ukrainian legislation and strategic documents → strategic and regulatory documents of NUBiP of Ukraine → thematic policies and programmes → Strategy Implementation Plan → indicators, monitoring and evaluation of results.

ANNEX 2. MATRIX ALIGNING STRATEGIC AREAS WITH THE UN SUSTAINABLE DEVELOPMENT GOALS

Strategic area of NUBiP of Ukraine	Primary SDGs	Additional related SDGs	Main contribution of NUBiP of Ukraine
Education for sustainable development and human potential development	SDG 4	3, 5, 8, 10, 16, 17	Quality education, green and digital skills, lifelong learning
Research and innovation for sustainable development and Ukraine's recovery	SDGs 9, 17	2, 6, 7, 12, 13, 15	Research, innovation, technology transfer, open science
Food security, sustainable agriculture and the bioeconomy	SDG 2	3, 6, 12, 13, 15	Food security, soils, agricultural systems, One Health, bioeconomy
Environmentally responsible and resource-efficient university environment	SDGs 12, 13, 15	6, 7, 11	Energy efficiency, water, waste, biodiversity, green infrastructure
Social responsibility, decent work, health and inclusion	SDGs 3, 8, 10	4, 5, 16	Decent work, safe environment, inclusion, support for human potential
Responsible and transparent governance	SDG 16	9, 12, 17	Academic integrity, transparency, digital governance, accountability
Partnerships and societal impact	SDG 17	2, 4, 8, 11, 15, 16	Public authorities, communities, business, international partners, societal impact

ANNEX 3. KEY STRATEGY IMPLEMENTATION INDICATORS

Key indicators are used to assess the effectiveness of Strategy implementation and the dynamics of institutional change across its strategic areas. Baselines for indicators lacking systematically collected data will be determined through a baseline assessment in 2026-2027. Target values for 2032 will be approved in the Strategy Implementation Plan, taking account of the established baseline, strategic priorities and available University resources.

№	Key indicator	Baseline value	Target for 2032	Principal data source / responsible unit
1. EDUCATION FOR SUSTAINABLE DEVELOPMENT AND HUMAN POTENTIAL DEVELOPMENT				
1.1	Share of educational programmes whose learning outcomes or educational components address sustainable development	To be determined in 2026	To be set following baseline assessment	Educational programme catalogue; internal quality assurance records
1.2	Share of educational programmes developing green and digital skills relevant to the field of study	To be determined in 2026	Positive trend and systematic coverage of relevant programmes	Educational programmes; “NUBiP Digital”; responsible educational units
1.3	Share of learners involved in scientific, innovation, project or research activities	2026 baseline	Steady growth	Data from faculties, educational and research institutes, Research Department and student research activities
1.4	Number of interdisciplinary educational components, programmes and joint educational initiatives	Actual value in 2026	Increase from baseline	Educational programme catalogue
1.5	Participation in lifelong learning, professional development and certificate programmes	2026 baseline	Systematic expansion of participation	Institute of Continuing Education and other responsible units

№	Key indicator	Baseline value	Target for 2032	Principal data source / responsible unit
2. RESEARCH AND INNOVATION FOR SUSTAINABLE DEVELOPMENT AND UKRAINE'S RECOVERY				
2.1	Volume of competitive national and international funding for research and innovation	Actual value in 2026	Real-terms growth and diversification of sources	Research Department; accounting records; project portfolio
2.2	Number of research projects implemented within international consortia	Actual value in 2026-2027	Sustained growth	Research Department; International Relations Office
2.3	Share of interdisciplinary research projects	To be determined in 2026	Growth	Research project register
2.4	Utilisation level of key research infrastructure and shared-use equipment	To be determined in 2026	Higher utilisation and accessibility	Research infrastructure register; equipment usage logs
2.5	Number of research results transferred for practical use or implementation	2026 baseline	Sustained growth	Research Department
2.6	Revenue from contracted research, scientific services, licensing and other uses of research results	Actual value in 2026	Growth and diversification	Research Department; accounting records
3. FOOD SECURITY, SUSTAINABLE AGRICULTURE AND THE BIOECONOMY				
3.1	Share of land managed by teaching and research farms subject to systematic agrochemical, soil or environmental monitoring	To be determined in 2026-2027	Maximum feasible systematic coverage	Teaching and research farms; relevant research units
3.2	Number of tested resource-efficient, digital and climate-adaptive agricultural technologies	2026 baseline	Sustained growth	Teaching and research farms; faculties; educational and research institutes; Research Department
3.3	Extent of digital monitoring systems, precision agriculture and automation at teaching and research farms	To be determined in 2026	Progressive expansion	Teaching and research farms; relevant structural units

№	Key indicator	Baseline value	Target for 2032	Principal data source / responsible unit
3.4	Number of research developments and projects in the bioeconomy, circular resource use and One Health	2026 baseline	Growth	Register of research projects and results
4. ENVIRONMENTALLY RESPONSIBLE AND RESOURCE-EFFICIENT UNIVERSITY ENVIRONMENT				
4.1	Specific energy consumption of University buildings	To be determined through an energy baseline assessment in 2027	Reduction relative to baseline	Energy and facilities management data; utility metering
4.2	Share of electricity generated by the University's own renewable energy sources	Actual value in 2027	Growth in line with investment capacity	Energy management services
4.3	Specific water consumption	To be determined in 2026	Reduced avoidable losses and increased efficiency of use	Facilities services; metered consumption
4.4	Share of buildings and key infrastructure facilities covered by digital energy and water metering or monitoring	2026 baseline	Progressive expansion of coverage	Facilities and digital systems
4.5	Share of waste covered by separate collection, reuse or transfer for recycling	To be determined in 2027	Growth	Internal waste accounting system
4.6	Availability of systematic records and appropriate handling of laboratory, chemical, biological and electronic waste	To be assessed in 2026	Full regulatory coverage of relevant waste streams	Responsible laboratories and facilities units
4.7	Status of accounting and monitoring for the University's green areas, biodiversity and natural capital	2027 baseline assessment	Establishment of systematic monitoring	Relevant natural sciences units
5. SOCIAL RESPONSIBILITY, DECENT WORK, HEALTH AND INCLUSION				
5.1	Share of employees participating in professional development and training programmes	Actual value in 2026	Steady growth and systematic coverage	HR system; structural units
5.2	Accessibility of educational, research, administrative and digital infrastructure	To be determined through an accessibility audit	Gradual removal of identified barriers	Responsible administrative and facilities units

№	Key indicator	Baseline value	Target for 2032	Principal data source / responsible unit
5.3	Participation in support programmes for veterans, persons with disabilities, internally displaced persons and other groups requiring additional assistance	2026 baseline	Alignment with actual needs and expanded accessibility	Social support, HR and educational units
5.4	Satisfaction of employees and learners with working and learning conditions and the university environment	2026 baseline survey	Positive trend	Institutional survey results
5.5	Occupational safety and workplace injury indicators	Actual value in 2026	Minimisation of risks and adverse trends	Occupational Health and Safety Service
6. RESPONSIBLE AND TRANSPARENT GOVERNANCE				
6.1	Share of key management processes integrated into digital information systems	To be determined in 2026	Systematic growth	ERP “MASTER”; “NUBiP Digital”; other systems
6.2	Share of key management indicators generated directly from primary digital sources	2026 baseline	Growth and less manual collection	Responsible owners of information systems
6.3	Extent of electronic document management	Actual value in 2026	Maximum coverage of processes suitable for digitalisation	ERP “MASTER: Document Management”
6.4	Coverage of structural units by the strategic performance indicator system	To be determined in 2026	Systematic coverage of key areas of activity	Management analytics system
6.5	Availability and currency of internal sustainable development policies	Status in 2027	Up-to-date, mutually consistent set of policies	Register of internal regulatory documents
6.6	Functioning of the internal academic integrity system in compliance with Ukrainian legislation	Status at the start of Strategy implementation	Full institutional and regulatory compliance	Internal academic integrity assurance system
7. PARTNERSHIPS AND SOCIETAL IMPACT				
7.1	Representation of NUBiP of Ukraine researchers on scientific, scientific and technical, expert, advisory and working bodies of public authorities	Actual value in 2026	Maintain and strengthen representation in relevant fields	Institutional register of expert participation

№	Key indicator	Baseline value	Target for 2032	Principal data source / responsible unit
7.2	Number of analytical, expert and regulatory proposals prepared with the participation of NUBiP of Ukraine	2026 baseline	Sustained and effective activity	Centre for Legislative Initiatives; structural units
7.3	Number of documented cases where NUBiP of Ukraine proposals and research findings inform national, sectoral or local decisions	2026 baseline	Growth	Centre for Legislative Initiatives; Research Department; relevant units
7.4	Number of effective projects with territorial communities	2026 baseline	Growth	Partnership project register
7.5	Number of joint research, educational, innovation and technology projects with business	2026 baseline	Growth	Research Department; Employers' Council; structural units
7.6	Number of verified cases of societal impact from NUBiP of Ukraine's activities	Establish baseline portfolio in 2027	Systematic accumulation of verified cases	Institutional Strategy monitoring
8. INTERNATIONAL INTEGRATION				
8.1	Number of international projects and consortia involving NUBiP of Ukraine	Actual value in 2026	Sustained growth	International project register
8.2	Share of international projects and initiatives with a documented contribution to one or more UN SDGs	Actual value in 2026	Sustained growth	International project register
8.3	Volume of international grant funding secured	Actual value in 2026	Growth and diversification of sources	Financial and project reports
8.4	Inbound and outbound academic mobility indicators	Actual value in 2026	Positive trend	International Relations Office
8.5	Number of joint educational, research and infrastructure initiatives with foreign partners	2027 baseline	Growth	International Relations Office; Research Department
8.6	Share of international sustainability materials available in English on the University's official resources	Actual value in 2027	Growth	International Relations Office

№	Key indicator	Baseline value	Target for 2032	Principal data source / responsible unit
9. CONTRIBUTION TO UKRAINE'S RECOVERY				
9.1	Number of research, educational and innovation projects directly related to Ukraine's recovery	2027 baseline	Growth in line with national needs	Project register
9.2	Volume of funding secured for recovery projects	Actual value in 2027	Sustained growth	Financial and project reports
9.3	Number of scientific solutions for restoring land, natural resources, agrifood systems and territories implemented or used by external stakeholders	2027 baseline	Growth	Research Department; partners; implementation records/confirmations
9.4	Number of educational and professional programmes aimed at developing the workforce for recovery	2027 baseline	Development according to national and labour market needs	Educational structural units
10. OVERALL INSTITUTIONAL INDICATORS				
10.1	Share of key Strategy indicators supported by systematic data collection and verification	To be determined in 2027	Complete information coverage of key indicators	Strategy implementation coordination
10.2	Share of target indicators that have met or exceeded the planned trajectory	Starting with the first monitoring year	Sustained positive trend	Annual monitoring
10.3	Degree of integration of sustainability data into the University's unified information environment	2027 baseline assessment	Systematic digital integration	NUBiP of Ukraine information systems
10.4	Number of documented institutional and societal changes achieved as a result of Strategy implementation	Development of baseline approach in 2027	Systematic documentation of results	Annual Strategy Implementation Report

Note. Numerical baseline and target values for indicators for which verified initial data were not available when the Strategy was approved shall be set in the Strategy Implementation Plan on the basis of the baseline assessment.

ANNEX 4. STRATEGY IMPLEMENTATION MATRIX

The Matrix illustrates the relationship between strategic areas, key tasks, principal implementation mechanisms, responsible functional units and expected institutional results. It does not replace the Implementation Plan but establishes the overall architecture of responsibility and institutional interaction.

No.	Strategic area	Key tasks	Principal implementation mechanisms	Responsible functional units	Expected result
1	Education for sustainable development and human potential development	Integrating sustainability principles and green and digital skills into educational programmes; developing interdisciplinarity, practice-oriented learning, lifelong education and inclusion	Updating educational programmes; interdisciplinary components; practical training in laboratories and teaching and research farms; employer engagement; international mobility; certificate and short-term programmes	Educational units; faculties; educational and research institutes; units responsible for educational quality assurance, international activities and continuing education	Training professionals with modern occupational, green, digital and interdisciplinary skills; improving educational quality and adaptability
2	Research and innovation for sustainable development and Ukraine's recovery	Developing priority research; improving research quality; integrating into the European Research Area; advancing open science, research infrastructure and technology transfer	Competitive research projects; international consortia; interdisciplinary research teams; infrastructure development; shared equipment; open data; patenting, licensing and scientific services	Research Department; research units; faculties and educational and research institutes; technology transfer and intellectual property units; international activities units	Greater research performance, competitive funding, international integration and practical uptake of research results

No.	Strategic area	Key tasks	Principal implementation mechanisms	Responsible functional units	Expected result
3	Food security, sustainable agriculture and the bioeconomy	Developing sustainable agrifood systems; restoring soil fertility; using water resources efficiently; advancing digital and climate-adaptive agricultural production, the bioeconomy and One Health	Research and demonstration projects; teaching and research farms; soil and agrochemical monitoring; digital technologies; testing resource-efficient solutions; interdisciplinary programmes	Relevant faculties and educational and research institutes; Research Department; teaching and research farms; laboratories; research units	Greater efficiency and resilience of agrifood systems, a stronger bioeconomy and practical testing of scientific solutions
4	Environmentally responsible and resource-efficient university environment	Improving energy and water efficiency; developing renewable energy; improving waste management; conserving green areas and biodiversity; creating a sustainable university environment	Energy monitoring; upgrades to engineering systems; renewable energy sources; separate collection and recycling of waste; environmental monitoring; digital resource accounting; Smart Campus development	Facilities and infrastructure services; energy units; relevant natural sciences and engineering units; digital services	Reduced resource losses, more efficient infrastructure and an environmentally responsible university environment

No.	Strategic area	Key tasks	Principal implementation mechanisms	Responsible functional units	Expected result
5	Social responsibility, decent work, health and inclusion	Ensuring a safe, accessible and inclusive environment; developing human potential; supporting staff and learners; supporting veterans and people affected by the war	Professional development; social support programmes; accessibility audits; occupational safety; psychological support; barrier-free access; engagement of the university community in governance	HR, social support, educational and facilities units; Occupational Health and Safety Service; student self-governance bodies	Improved working and learning conditions, accessibility, safety, social cohesion and resilience of the university community
6	Responsible and transparent governance	Developing strategic governance, digital integration, academic integrity, risk management, sustainable procurement and responsible investment	ERP “MASTER”; “NUBiP Digital”; electronic document management; KPI system; management analytics; internal policies; digital monitoring; academic integrity system; risk management	Rectorate; administrative, financial, HR, legal, digital and facilities services; quality assurance units	Greater transparency, effectiveness, quality of management data, institutional resilience and accountability

No.	Strategic area	Key tasks	Principal implementation mechanisms	Responsible functional units	Expected result
7	Partnerships and societal impact	Strengthening engagement with public authorities, businesses, communities, international partners and professional associations; developing knowledge transfer and societal impact	Centre for Legislative Initiatives; participation in scientific and technical, expert and working groups; Union of Rectors; Council of Vice-Rectors for Research; Employers' Council; international consortia; advisory services; Living Labs; joint community projects	Rectorate; Research Department; International Relations Office; Centre for Legislative Initiatives; faculties and educational and research institutes; technology transfer units; Employers' Council	Greater impact of NUBiP of Ukraine on public policy, the economy, territorial development, innovation and society
8	International integration	Deepening participation in the European Higher Education Area and the European Research Area; developing international projects and mobility	Horizon Europe; Erasmus+; EIT; international educational and research networks; cotutelle arrangements; academic mobility; international consortia; Horizon Europe National Contact Point	International Relations Office; Research Department; faculties and educational and research institutes; Horizon Europe National Contact Point	Stronger international competitiveness, expanded international partnerships and increased external resources

No.	Strategic area	Key tasks	Principal implementation mechanisms	Responsible functional units	Expected result
9	Contribution to Ukraine's recovery	Directing educational, research and expert capacity towards restoring land, agrifood systems, natural resources, rural areas and human potential	National and international recovery projects; research on war impacts; scientific expertise; remediation technologies; educational programmes; partnerships with the state, communities, international organisations and business	Research Department; relevant faculties and educational and research institutes; laboratories; international units; teaching and research farms	Tangible University contribution to restoring Ukraine's natural, economic and human potential
10	Institutional support for Strategy implementation	Coordinating, monitoring, evaluating, reporting and updating the Strategy	Implementation Plan; key indicator system; digital monitoring; annual evaluation; public reporting; risk analysis; adjustment of measures	Rectorate; responsible structural units; Strategy implementation coordination mechanism	An integrated strategic management cycle and continuous improvement of sustainable development policy

Note. Specific implementers, deadlines, resources and numerical targets will be detailed in the Strategy Implementation Plan for 2026-2032 in accordance with the baseline assessment and the University's available resources.