



# Universities-Communities: strengthening cooperation

Erasmus+ project  
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**WORKSHOP**  
**Third Mission of Universities:  
Challenges and European Perspectives**  
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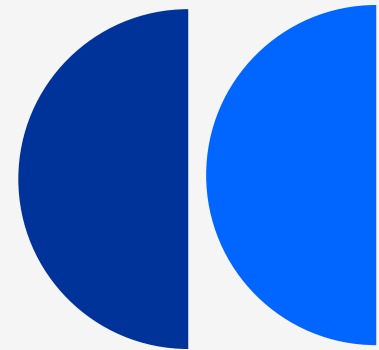


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# Reinventing Ukrainian universities: sustainable higher education institutions for postwar Ukraine



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# Why reinvent universities?

Життя не буде таким, як раніше / Life is not what it used to be\*

- **Local context:**

- destruction, damage of infrastructure, environment, communities
- relocation and emigration
- mental and physical traumas
- challenges of revival, modernization, European integration

- **Global context**

- 4<sup>th</sup> Industrial Revolution
- AI, digitalization
- New business patterns
- Global threats

\* Народна мудрість / Folk wisdom



# Scenarios:

- **Pessimistic:** the whole country is devastated, revival will take decades, for how long will we have to live in poverty and ruin?
- **Optimistic:** international assistance, investments, technologies and know-hows, Ukrainian entrepreneurial spirit and quick wit will help us revitalize and renovate the country very quickly
- No matter which scenario you stick to, we will need people and institutions ready to lead this process





# Possible leaders in revival:

- Politicians?
- Authorities?
- Business?
- Civil society?
- Who else?
  - The fourth power – media
  - The fifth power – knowledge institutions





# Possible leaders in revival:

- If we rely on economic modernization, innovative development, European Integration, we will not do without knowledge, knowledge institutions and knowledge workers
- If we dream about social justice, inclusion and cohesion, new modern multicultural Ukraine, we will not do without universities, HEIs, research institutes, think tanks and higher education capable to generate all of the above





# Universities as leaders in revival:

- Several factors precipitate universities' active participation in post-war transformations:
  - a. economic: universities are to fill in the gaps in the labour market and train professionals to implement Ukraine Recovery Plan\*, accelerate sustainable economic growth, meet demand of knowledge economy and Industry 4.0, develop and promote new business models and management patterns to fuel innovation economy etc.
  - b. social: HEIs should become a shelter for combatants after demobilization and militarization; demonstrate possibilities of personal growth for vulnerable groups; develop skills necessary to succeed in life
  - c. humanitarian: the military and civilians end up the war with physical and mental traumas and unable to return to the previous profession or way of life; universities are to take care of their rehabilitation, as well as provide training and retraining enabling the above groups to obtain a new profession, upgrade qualifications etc.
  - d. state-building: universities are platforms for nurturing and integration of national elites, national identity formation, generation vision of the future, its discussion and dissemination via public and academic discourse





# Publications on the role of HEIs during the war and postwar revival

- Reshaping the Future. Education and Postconflict Reconstruction. THE WORLD BANK, 2005. – 118 с.
- Feuer, H.N., Hornidge, A.-K., Schetter, C. (2013). Rebuilding knowledge: Opportunities and risks for higher education in post-conflict regions. ZEF Working Paper Series, No. 121, University of Bonn, Center for Development Research (ZEF), Bonn
- Milton S. A. The Neglected Pillar of Recovery: A Study of Higher Education in Post-war Iraq and Libya. Thesis for the Degree of Doctor of Philosophy in Post-war Recovery Studies. University of York, October 2013
- Barakat S., Milton S. Houses of Wisdom Matter: The Responsibility to Protect and Rebuild Higher Education in the Arab World. Brookings Doha Center, July 2015
- Russell, I. (2022). Degrees of peace: universities and embodied experiences of conflict in post-war Sri Lanka. Third World Quarterly, 43:4, с. 898-915
- Аналіз провідного вітчизняного та зарубіжного досвіду щодо реалізації соціальної відповідальності університетів під час конфліктів, воєнних дій та повоєнного відновлення: препринт (аналітичні матеріали) / Є. Балджи, І. Власова, С. Калашнікова, В. Ковтунець, О. Литовченко, О. Оржель, В. Рябченко, К. Трима, Л. Червона, Н. Шофолова; за ред. С. Калашнікової та О. Оржель. Київ: Інститут вищої освіти НАПН України, 2022. 145 с







# Ukraine and its higher education during the war and postwar period:

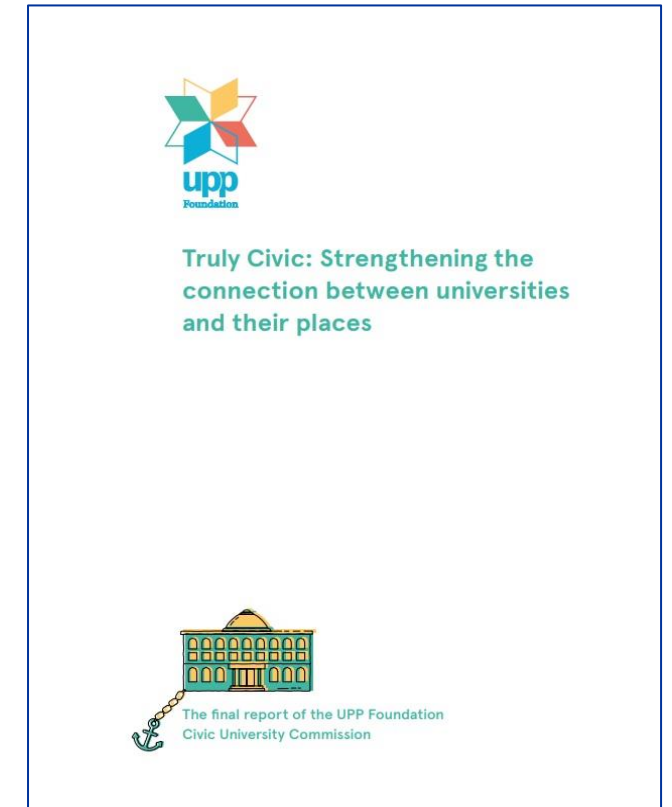
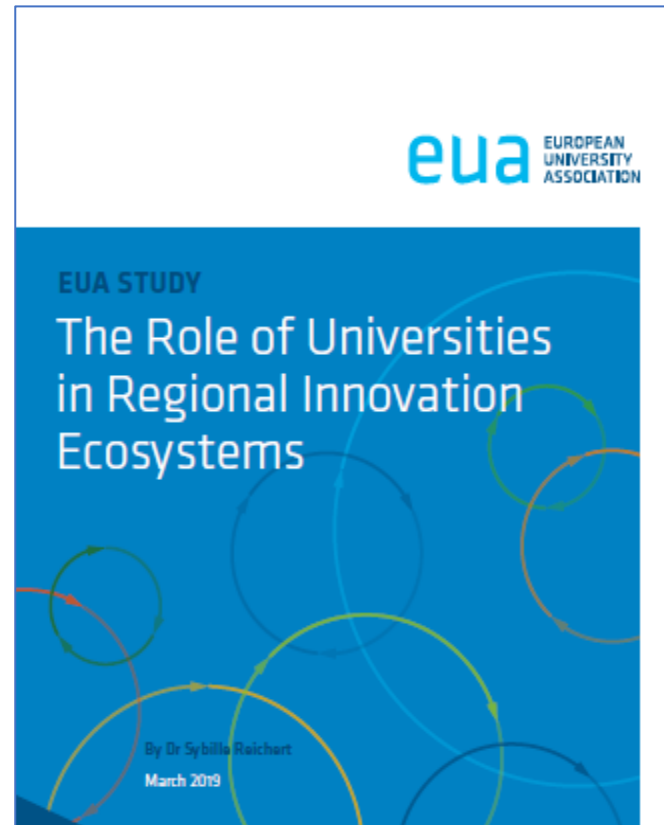
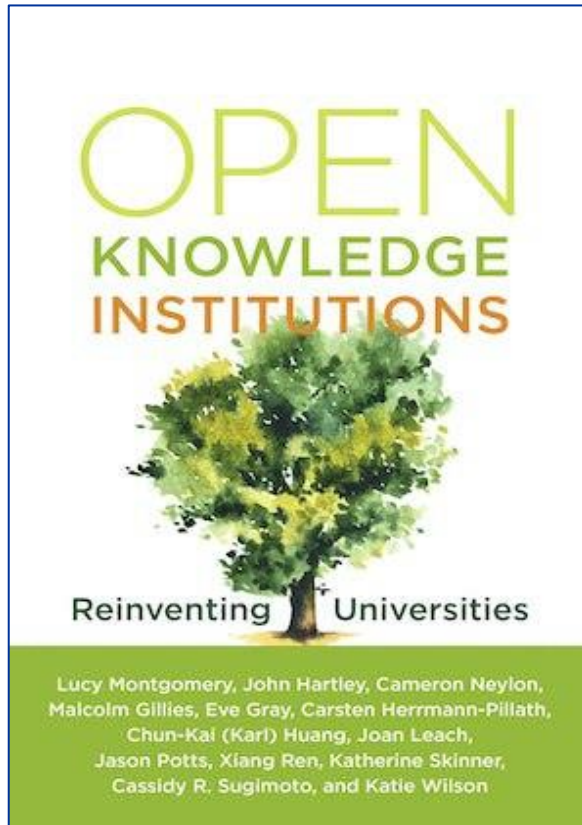
- <https://damaged.in.ua/>
- Millions living, studying or working abroad
- Loss of student population, teachers, researchers
- Optimization of higher education sector
- Cutting funds to support higher education
- Promises of international financial support, private investments and technical assistance
- Active (proactive) civil society ready to fill in any gap and respond to any societal need
- What about higher education institutions?





# Reinventing universities: how?

- Open learning institutions
- Universities as centres of regional innovation ecosystems
- Civic universities





# How to reinvent? (1)

- Universities in community, with community, for community
- Universities are anchor institutions around which communities develop
- Third – social – university mission is equally important with the first and second missions
- University-community engagement “feeds” research, teaching and learning
- Knowledge that students obtain in the classroom is tested and applied in community projects
- Research is aimed at solving real and specific problems emerging at institutional, local, regional, national or global levels





## How to reinvent? (2)

- Universities are open for learners and other visitors, citizens
- Universities offer degree programmes, as well as deliver informal and non-formal educational services
- Universities actively cooperate with broad circles of partners and other external stakeholders
- Partnerships, cooperation with external stakeholders do not impose additional burden on students, staff and leadership; they are part of everyday university functions and operations, duties on the job descriptions of university staff
- Community engagement, partnerships, external stakeholders are an asset for university development and advancement





Questions, comments?

Thank you for your attention!

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