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**NURTURING VALUES AS A WAY TO SUSTAINABLE DEVELOPMENT:
THE CASE OF BERDYANSK STATE PEDAGOGICAL UNIVERSITY**

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ABSTRACT

This chapter presents a comprehensive case study of Berdyansk State Pedagogical University (BSPU), focusing on its strategic adaptation to the challenges associated with the war, displacement and the urgent need for operational transformation. Against the backdrop of the war and Berdyansk's occupation, the innovative response of the BSPU, which is characterized by the adoption of the "University without Walls" model and the updated Development Strategy, is an example of resilience and sustainable growth in the face of adversity. Through a detailed analysis of the university's strategic documents, this study explores the reorientation of BSPU's goals to core values, alignment with the Sustainable Development Goals (SDGs), and the integration of a third mission that emphasizes societal contribution beyond traditional educational and research functions. Using a qualitative methodology, we examine strategic change, the integration of values into operational planning, and the university's efforts to contribute to global sustainability initiatives in the face of crisis. The analysis shows how BSPU's focus on values, such as honesty, innovation, inclusiveness and global citizenship, strengthened its ability to navigate the challenges of new realities, ensuring not only survival, but also paving the way for significant development and contribution to community sustainability. The findings offer valuable insights for other universities facing similar crises, highlighting the importance of flexibility, community engagement and the commitment to sustainability as foundational elements for navigating an uncertain future. This study contributes to the broader discourse on the resilience and adaptability of educational institutions in conflict zones by offering a model for strategic planning and value-based education in the changing world.

KEYWORDS

Ukraine, war, higher education, universities, values, development strategy, the third mission of the university, corporate culture.

6.1 UNIVERSITIES AS CATALYSTS OF SOCIAL TRANSFORMATION AND SUSTAINABLE DEVELOPMENT IN CRISIS CONDITIONS

In an era marked by rapid global changes and challenges, universities around the world are increasingly recognized not only as centers of learning and research, but as key agents of societal

transformation [1]. This transformative role becomes extremely important in times of crises, when the very structure of society is under threat.

The beginning of the war in Ukraine and the occupation of a large part of the territory presented unprecedented challenges to universities, which led to the loss of the material and technical base and the dispersion of employees and students around the world [2, 3].

Displacement, loss of infrastructure and subsequent chaos create significant obstacles to the continuity of educational processes [4]. This crisis highlights the need for universities to take on a broader mandate that goes beyond the provision of education and acts as beacons of help, support and unity. They become vital to the cohesion of the university community, ensuring that despite the physical dispersion, the spirit of learning, cooperation and mutual support remains intact.

In addition, the war emphasizes the third mission of universities – interaction with the wider society and contribution to the development of society [5]. This mission takes on particular importance as universities find themselves in a unique position to promote resilience, aid in the social and economic recovery of war-torn communities [6]. The role of universities is expanding to include fostering values and corporate behavior that are consistent with the principles of sustainable development, advocating for peace, justice and care for the environment.

In the context of sustainable development, universities are called upon to innovate and adapt their educational models to meet the immediate needs of their communities while laying the foundation for long-term sustainability [7]. This involves a holistic approach to education that integrates sustainability into the curriculum, fosters critical thinking, encourages social responsibility, and cultivates a culture of sustainability among both students and teachers [8].

Thus, the war acts as a catalyst for institutions of higher education to rethink their purpose and strategy [9]. This prompts a reassessment of the values that underlie their existence and the role they play in creating a sustainable and just society.

Universities are becoming key in promoting understanding, tolerance and solidarity, important components for rebuilding the social order, destroyed by the war, and moving towards a more sustainable and peaceful world [10].

This study discusses the role of values in education for sustainable development, highlighting how a value-based approach can stimulate institutional sustainability and societal progress. Using the example of Berdyansk State Pedagogical University (BSPU) [11], which faced unprecedented challenges during the war in Ukraine, including displacement and loss of material and technical base, this article examines how the university rethought its core values and integrated them into a new strategy, aimed at overcoming obstacles, promoting resilience and achieving sustainable development under adverse conditions. Through the prism of the BSPU experience, the article examines initiatives that reflect the process of redefining values to align with the Sustainable Development Goals and the impact of these efforts on the university's corporate culture and the wider community. The impact of BSPU's value-based approach is analyzed through observed changes in the university and its wider community, highlighting improvements, challenges encountered and lessons learned that may benefit other institutions facing similar challenges.

6.2 INSTITUTIONAL CONTEXT

Due to the start of the full-scale war on February 24, 2022, Berdyansk State Pedagogical University was under occupation and had to temporarily move to the city of Zaporizhzhia (Order No. 15 of April 21, 2022). Current activities at the university were suspended because it was not clear how long the war would last and what consequences it would have. Until the end of March, teachers and students of education, while still in Berdyansk, went to pro-Ukrainian rallies, defended Ukraine's right to independence, expressed their position and unwillingness to be "liberated" by the Russian Federation [12, 13].

With the transfer to Zaporizhzhia, BSPU began to resume its activities [14]. Its members actively managed social networks, prepared patriotic content, and spread the image of the educational institution as a Ukrainian state institution and a large university family. While 2022 was a year that divided the lives of the staff and students of education, like the whole of Ukraine, into *Before* and *After* the full-scale invasion, a year when everyone got used to new conditions of uncertainty, when teachers and students gradually left the occupation, then in 2023 the university will clearly realized in which direction it should move [15].

6.3 METHODOLOGICAL BASIS

A qualitative case study approach was used as a methodological basis. This methodology was chosen due to its effectiveness in providing a deep understanding of the university's strategic adaptation to new realities, with an emphasis on the development and nurturing of values that are consistent with the sustainable development goals.

DATA COLLECTION

The primary source of data for this study was the strategic planning documents of the BSPU, in particular the University Development Strategy for the period before the war. These documents were subjected to a thematic analysis to obtain information about the university's strategic goals, operational tasks and values, emphasized in the response to the challenges. Additional data were collected from university publications, strategy implementation reports, and any available sources of university activity that shed light on strategic intent and outcomes.

ANALYTICAL BASIS

For a systematic analysis of the transformation of BSPU strategies, an analytical structure was developed, which focuses on three main areas:

1. *Strategic reorientation*: study of the change in strategic priorities from pre-conflict times to the adoption of the "University without Walls" model. This included assessing changes in areas of strategic focus, operational objectives, and implementing new initiatives to address the challenges of the war and displacement.

2. *Values Alignment*: an examination of how a university's core values have been articulated and integrated into its strategic and operational plans. Particular attention was paid to aligning these values with the SDGs by analyzing how the university sees its role in contributing to these global goals through its education, research and community engagement activities.

3. *Registering the third mission*: exploring the emphasis on the university's third mission – its public role beyond teaching and research. This involved analyzing initiatives, aimed at community engagement, social responsibility and promoting resilience within the wider context of the university's strategic response to the ongoing war and relocation.

DATA ANALYSIS

The collected data were subjected to qualitative analysis using content analysis methods. This involved coding strategic documents, reports and other materials to identify themes related to strategic reorientation, value alignment and the third mission. The analysis aimed to uncover the underlying principles guiding the university's strategic decision-making, the specific actions taken to put these principles into practice, and the outcomes or impact of these strategies on the university's ability to overcome challenges.

TRIANGULATION

To ensure the reliability of the conclusions, the method of triangulation was applied. This involved cross-checking information, obtained from strategic documents, with public statements, reports on the implementation of strategic initiatives, and secondary sources discussing the university's response to the war. This approach provided a comprehensive understanding of the strategic transformation of BSPU and its effectiveness in adapting to new realities.

ETHICAL CONSIDERATIONS

Given the sensitivity of the context related to the war and displacement, special attention was paid to ethical considerations. This included ensuring the confidentiality and anonymity of any persons, indirectly mentioned in the policy documents or supplementary material. All analyzes were conducted in light of the challenges facing the university community at this time.

The methodology described above provided a structured approach to examining how BSPU's strategic vision, based on core values and aligned with the global sustainable development goals, enabled the university to overcome the unprecedented challenges of the war and displacement, offering insights that could inform the strategic planning of other institutions in similar contexts.

6.4 STRATEGIC EVOLUTION AND SETTING PRIORITIES BASED ON VALUES IN NEW REALITIES

6.4.1 ANALYSIS OF THE BSPU STRATEGY FOR THE PERIOD 2018-2022

The development strategy of Berdyansk State Pedagogical University until 2022 was developed to guide and influence the educational landscape. At the core of its mission, the university sought to catalyze the modernization of Ukrainian society. This ambitious goal was underpinned by the desire to produce graduates who are not only globally competitive, but also embody a high level of professional competence, intellectual activity and social responsibility. The university sought to achieve this by rooting its educational spirit in the best national traditions, ensuring integration into the international spheres of education and science.

To realize its mission, the university's strategy was divided into ten strategic directions (**Table 6.1**).

These directions covered the entire spectrum of the university's activities – from the initial attraction and formation of the student contingent to ensuring their successful integration into professional activity after graduation. The strategy emphasized the importance of a reliable educational process, supported by advanced teaching methodologies and a well-organized curriculum. The inclusion of informatization reflected a forward-looking approach, recognizing the critical role of technology in modern education.

The strategy also addressed the university's need to be an active participant in the international educational and research community, indicating the commitment to both contribute to and teach in the global academic discourse. Emphasis on the personal and professional development of students through avenues, such as student government, emphasized a holistic approach to education, recognizing the importance of nurturing well-rounded individuals.

In addition, the strategy emphasized the importance of maintaining a strong infrastructure, recognizing that the quality of education provision is inextricably linked to available resources. Finally, the financial and economic activities of the university were identified as a strategic direction, recognizing the practical realities of supporting and promoting the institution's mission in a financially responsible manner.

This strategic approach was a multi-faceted effort, aimed not only at learning but also at inspiring and equipping students to make meaningful contributions to society. Thanks to this strategy, BSPU has formulated a vision of development that is both ambitious and grounded in order to have a lasting impact on its students and, through them, on society as a whole.

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● **Table 6.1** The main strategic directions defined in the University Development Strategy for the period 2018–2022

Strategic directions	Tasks
1	2
1. Students' contingent	<ol style="list-style-type: none"> 1. Develop strategic partnership with educational institutions, enterprises, and the community. 2. Monitor the labor market to match training with demand. 3. Optimize recruitment based on labor market needs and demographic trends
2. Education quality	<ol style="list-style-type: none"> 1. Ensure the availability of higher education for everyone, including persons with special needs. 2. Create committees to develop and implement educational programs, aligned with the National Qualifications Framework, taking into account the needs of all stakeholders. 3. Expand the offer of specialties and support professional development through internships. 4. Promote mastery of foreign languages among teachers and students. 5. Cooperate with European universities for integrated programs
3. Informatization	<ol style="list-style-type: none"> 1. Create a comprehensive educational environment using electronic resources and Wi-Fi. 2. Develop a single digital platform that includes an educational portal, a video portal, an electronic library and online magazines. 3. Integrate Moodle into the educational process and use innovative means of communication for inclusive education. 4. Maintain the university website and automate management systems. 5. Promote university news and support the work of the university television studio
4. Favoring employment	<ol style="list-style-type: none"> 1. Expand the network of potential employers and cooperate with educational institutions and organizations. 2. Informing students about the labor market
5. Staff potential	<ol style="list-style-type: none"> 1. Strengthen professional development and retraining for all university staff, emphasizing innovative educational and research approaches. 2. Activate the role of departments in comprehensive training of graduates and encourage the best graduates to post-graduate education. 3. Develop a competitive personnel policy for effective work
6. Science and innovations	<ol style="list-style-type: none"> 1. Develop fundamental and applied research and create intellectual property. 2. Update the research infrastructure and cooperate with national and international scientific institutions. 3. Participate in significant scientific projects and support existing scientific schools, contributing to the creation of new research structures. 4. Attract investments for research infrastructure and organize significant scientific events, ensuring publication and international recognition of research results. 5. Maintain active specialized academic councils for the defense of theses
7. International partnership	<ol style="list-style-type: none"> 1. Establish and maintain stable relations with foreign scientific partners. 2. To achieve internationally competitive research results. 3. Actively participate in international projects and programs

Continuation of Table 6.1

1	2
8. Education and student self-government	<ol style="list-style-type: none"> 1. To improve the educational system for self-realization of students, legal culture, acquisition of social experience. 2. Promote the development of language culture, multicultural competence and participation in university activities. 3. Support physical and mental health, counteract negative behavior and support the development of student self-government and institutional respect
9. Infrastructure	<ol style="list-style-type: none"> 1. To ensure safe and favorable conditions of study and work, inclusive accessibility and technical maintenance of premises. 2. Modernize the infrastructure, including computer equipment, develop students' leisure time. 3. Effectively manage resources to maintain and improve the material and technical base of the university
10. Financial condition	<ol style="list-style-type: none"> 1. Maintain stable financial conditions and diversify sources of income. 2. Implement rational management of resources and ensure timely fulfillment of financial obligations. 3. Increase incentives for staff and students and secure research funding through various channels

However, when this strategy reached its conclusion, the need to develop a new strategic plan for the next five years became obvious. This need was sharply emphasized in 2022, when the outbreak of the war brought unforeseen challenges and new realities. There was a need to formulate a new strategy that would not only extend the trajectory of growth and sustainability of the university, but also adapt and respond to the needs, caused by the war, ensuring the continuous functioning of the institution and contributing to the improvement of the quality of education in the changing conditions.

6.4.2 ANALYSIS OF THE NEW TRANSITIONAL DEVELOPMENT STRATEGY OF BSPU FOR THE PERIOD 2022-2025

The BSPU development strategy for the period 2022–2025 was drawn up taking into account new realities – the ongoing war and the functioning of the university in the "University without Walls" format [16]. It is transitional in nature, which means that it can be adjusted depending on the unfolding of the geopolitical situation and military operations.

The strategy rethinks the mission of the university, focusing on modern approaches to continuous professional and personal development of educators, specialists, citizens, patriots and innovators:

"Berdiansk State Pedagogical University implements modern models of continuous professional and personal development of a teacher, specialist, citizen, patriot and innovator, contributes to the achievement of the Sustainable Development Goals of Ukraine by implementing the best European

practices and principles of innovation in its scientific research and professional activities, forming a personality with a high level professional competence, intellectual activity and social responsibility".

This mission aligns the activities of BSPU with the Sustainable Development Goals of Ukraine, advocating the integration of best European experience and innovations in both scientific and professional activities. This is aimed at forming a personality that is not only professionally competent and intellectually active, but also socially responsible.

Three Development Priorities are central to the strategy (**Fig. 6.1**).

This strategic shift towards assessing the sustainable development goals and fostering a strong corporate culture reflects BSPU's desire to adapt to current realities, fostering a sustainable and academic community of like-minded people, united by common values.

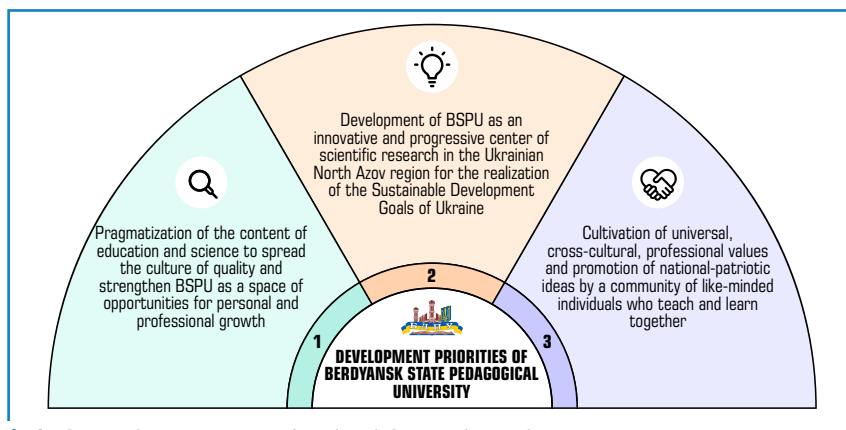


Fig. 6.1 Development priorities of Berdyansk State Pedagogical University

A SWOT analysis was conducted in order to define operational tasks for the implementation of the strategy of Berdyansk State Pedagogical University. This strategic planning tool was used to systematically assess the university's strengths, weaknesses, opportunities and threats in the context of the new realities, caused by the ongoing war and the transition to the "University without Walls" model. The analysis contributed to the identification of four important strategic links:

1. Prevention line: focuses on identifying and mitigating potential risks or threats before they can affect the university. This includes anticipating possible challenges, such as the presence of loss-making educational programs, the temporary occupation of the city, and the uncertainty this brings to the university's operations. The warning line for BSPU includes such critical challenges as the existence of "unprofitable" educational and professional programs and small groups, exacerbated by the highly competitive educational environment in the new location. The seizure of the university's property, as well as the uncertainty of the conditions of the temporary occupation of

the city, poses serious risks. In addition, the need to reorganize the structure of the university, the unpredictability of admission results, the decrease in the number of applicants and staff turnover due to security problems in Ukraine and the region, as well as the decrease in the student's ability to pay, are all relevant issues. The lack of infrastructure in the new location, the low grant activity and difficulties in attracting external aid further increase these challenges.

2. Defense line: aimed at protecting the university's assets, reputation and stakeholders from immediate threats and vulnerabilities. This includes protection against loss of property, damage to buildings and ensuring continuity of education and research activities in adverse conditions. The defense line of BSPU is created by powerful external communications through the university's website, official pages of the university and its structural divisions, personal pages of teachers in social networks. The university has valid accreditation certificates for most of its educational and professional programs, which reinforces its authority. The availability of unique educational and professional programs, as well as unique short-term professional development programs for teachers and non-professionals, expands its educational offerings. In addition, the potential for collaboration between individual staff and students of higher education institutions contributes to the creation of a highly competitive educational environment in a new location.

3. Strength line: highlights the university's internal capabilities and resources that can be used to meet challenges and seize opportunities. This includes unique qualification programs, scientific potential of teachers and established strategies of external communications. The strength line for BSPU is intensified by the availability of unique short-term professional development programs for teaching staff and non-professionals, which contributes to the development of potential and improvement of qualifications. In addition, the expert potential of teachers who are involved in various national bodies, such as NAHEQA, NFRU and industry expert councils under the Ministry of Education, Scientific and Methodological Commissions under the Ministry of Education, Science and Technology, significantly increases the potential of the university, academic and professional profile. In addition, the availability of a pool of experts capable of representing the university in media appearances and at various national and international events contributes to the strengthening of BSPU recognition throughout the world.

4. Improvement line: focused on opportunities for growth and improvement in response to the evolving educational landscape. This line concerns innovative educational content, digitization of management processes and strengthening the competitiveness of graduates through new initiatives, such as offering courses in foreign languages. The improvement line of BSPU is focused on solving the problem of low level of foreign language proficiency in the university community. These efforts are supported by the presence of international partners, which opens up opportunities for joint participation in projects, external academic mobility and attendance at international events. In addition, current academic support programs facilitate the free participation of BSPU teachers in various programs, aimed at supporting Ukrainian scientists abroad. This combination of initiatives provides a clear path for improving language skills and international interaction, significantly improving the university's global integration and quality of education.

These directions contributed to the formation of the main operational tasks for each development priority within the framework of the new strategy. They create a framework for solving problems and using the strengths of BSPU, ensuring its resilience in the face of uncertainty.

The operational tasks of the *first development priority* of Berdyansk State Pedagogical University for 2022–2025 reflect a strategic approach to the pragmatization of the content of education and science (Fig. 6.2). This strategy is aimed at fostering a culture of quality and transforming BSPU into a space ready for personal and professional growth, where each task embodies specific values that are crucial for the mission and vision of the university in the face of new challenges.

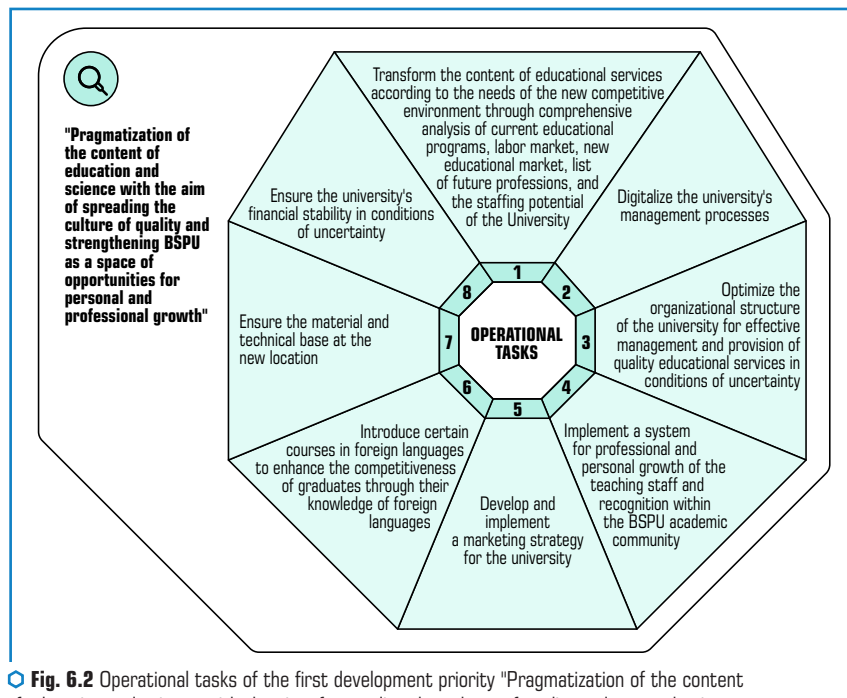


Fig. 6.2 Operational tasks of the first development priority "Pragmatization of the content of education and science with the aim of spreading the culture of quality and strengthening BSPU as a space of opportunities for personal and professional growth"

The transformation of the content of educational services in accordance with the needs of the new competitive environment requires innovation, adaptability and the pursuit of excellence. This challenge addresses the challenges of "loss-making" programs and the competitive environment in a new location, emphasizing the value of responding to market demands and the importance of sustainable program offerings.

The digitization of university management processes in response to the physical and operational uncertainties, caused by the war, reflects the values of resilience and forward thinking. This emphasizes the need to maintain continuity in education and management despite external obstacles, demonstrating adaptive and proactive thinking.

The optimization of the organizational structure for effective management and service delivery emphasizes the values of efficiency and adaptability. Given the unpredictability of admissions campaigns, staffing variability, and financial constraints, this challenge demonstrates the commitment to structural flexibility and operational viability, ensuring the university's ability to navigate and thrive in the face of uncertainty.

The introduction of a system of professional and personal growth in the academic community emphasizes the value of lifelong learning and the recognition of individual and collective achievements. Using the unique programs of the university and the expert potential of the teachers, this task promotes continuous improvement and professional development.

Developing and implementing a marketing strategy to improve external communications and recognition illustrates the values of visibility and engagement. Driven by a highly competitive educational environment, this strategy aims to strengthen the university's brand and engage students and faculty to promote a positive image.

The introduction of foreign language courses to increase the competitiveness of graduates reflects the values of global awareness and language proficiency. Addressing the low level of foreign language skills and involving international partnerships, this task aims to prepare students for the labor market and international cooperation.

Providing a logistical base in a new location faces challenges of infrastructure loss and operational uncertainty. This challenge emphasizes the value of ingenuity and stability, ensuring that the university attracts the resources, needed to deliver quality education despite geographic and political upheavals.

Ensuring a stable financial condition in the face of uncertainty speaks of the values of financial management and sustainability. Given the potential decline in student and state funding, this challenge is critical to maintaining the university's operational integrity and ability to invest in its mission.

Together, these tasks form a holistic strategy for the pragmatization of the content of education and science, aimed at navigating BSPU through the challenges of the war, the occupation of the city and the relocation of the university, with a strong emphasis on values that ensure sustainability, adaptability and the ongoing commitment to educational excellence.

The second development priority of Berdyansk State Pedagogical University for the period 2022–2025 is aimed at establishing the institution as an innovative and progressive center of scientific research in the Ukrainian Northern Azov region, aimed at promoting the SDG (**Fig. 6.3**).

The first operational task of the second priority involves the development and implementation of measures to promote and stimulate grant-project activities, commercialization of scientific research and provision of scientific services. Emphasis is placed on the importance of international cooperation and academic mobility, using partnerships with reputable institutions to increase research potential and results. This challenge reflects the values of innovation, collaboration and openness to international participation, recognizing both success in grantmaking and the need to overcome low levels of foreign language proficiency and grantmaking among the university community.

The creation of innovative scientific and technical products and the development of measures to encourage the scientific and pedagogical staff to publish research results emphasize the

university's scientific priorities. The focus on increasing the publishing activity of BSPU scientists embodies the values of excellence and leadership in research, seeking to raise the university's scientific contribution and visibility both at the national and international levels.

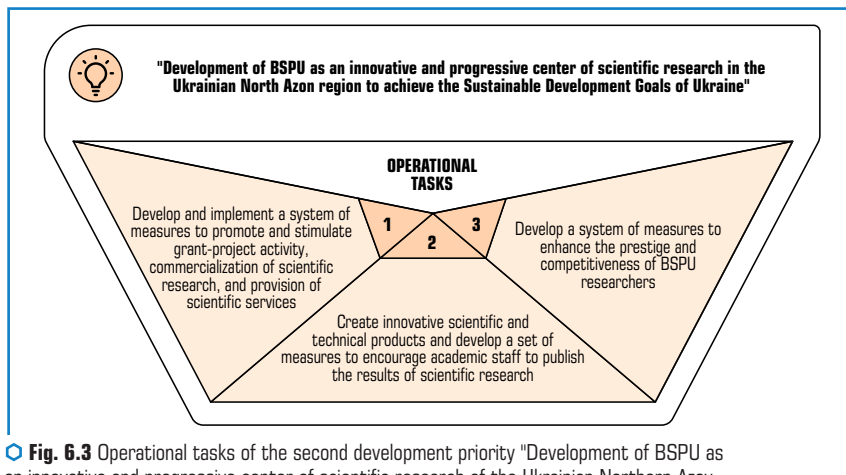


Fig. 6.3 Operational tasks of the second development priority "Development of BSPU as an innovative and progressive center of scientific research of the Ukrainian Northern Azov region for the implementation of the Sustainable Development Goals of Ukraine"

The development of measures to increase the prestige and competitiveness of BSPU scientists is aimed at improving the ranking positions of the university. This task reflects the desire to maintain and improve the university's academic reputation amid external challenges.

Together, these operational tasks within the framework of the second development priority emphasize the strategic approach of BSPU to strengthen its role as a leader in scientific research and innovation. Focusing on international partnerships, increasing research output and improving institutional competitiveness, BSPU aims to make a significant contribution to the achievement of the SDG and reaffirm its commitment to the quality and social impact of scientific research.

The third development priority of BSPU is aimed at educating universal, intercultural, professional values and popularizing national-patriotic ideas in the university community (**Fig. 6.4**).

The task of creating a professional and full-fledged ecosystem at the university is aimed at prevention by overcoming professional burnout among academic and non-academic staff, the need to update the distribution of the educational load and mitigating the risks, associated with staff turnover due to the security situation. This challenge emphasizes the importance of resilience and adaptability, aimed at creating a supportive and engaging university environment that values professional growth and well-being.

The development of a system of measures for the establishment of BSPU as a self-sufficient, competitive and socially responsible partner is based on an open civic position and improvement of external communications.

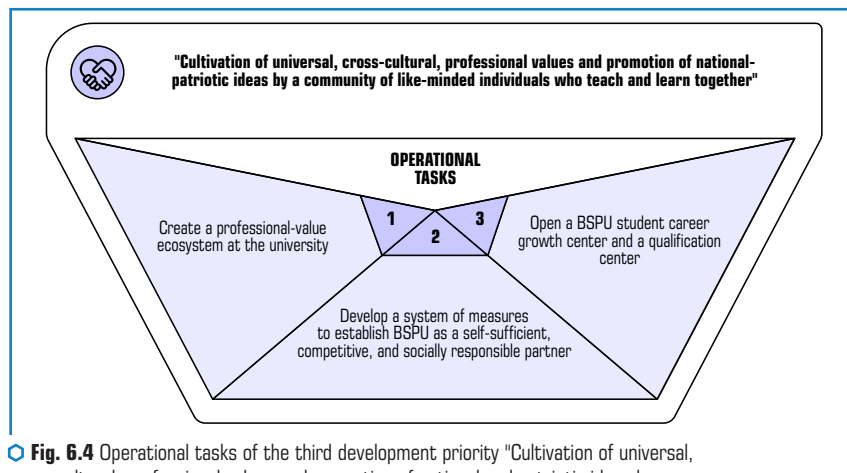


Fig. 6.4 Operational tasks of the third development priority "Cultivation of universal, cross-cultural, professional values and promotion of national and patriotic ideas by a community of like-minded people who teach and study together"

Leveraging the influence and support of outstanding alumni responds to the highly competitive educational environment and attractiveness of educational opportunities in Europe. It means the commitment to student success, professional development, and lifelong learning, designed to equip students with the skills, knowledge, and capabilities that will enable them to make meaningful contributions to society.

Together, these operational tasks under the third development priority illustrate BSPU's commitment to creating a value-based educational ecosystem. This approach is aimed not only at increasing the professional and personal development of community members, but also at positioning the university as a leader in promoting intercultural understanding, national pride and social responsibility. Thanks to these efforts, Berdyansk State Pedagogical University strives to make a positive contribution to the structure of Ukrainian society and the world educational community.

Thus, the new Development Strategy of Berdyansk State Pedagogical University for the period 2022–2025 represents a thoughtful adaptation and evolution of its mission and operational priorities in response to unprecedented challenges. Unlike the previous one, this strategy emphasizes the university's core values, weaving them into each of its development priorities and operational tasks. This aims not only to improve the educational and scientific functions of the institution, but also to significantly strengthen its third mission – serving the scattered community of Berdyansk and promoting the unity of the Ukrainian people during the war.

One of the differences of this new strategic approach is the clear formulation and integration of the sustainable development goals into development priorities. By aligning its goals with the SDGs, BSPU not only adheres to global educational and environmental standards, but also localizes these goals in the context of existing challenges.

In addition, the clear focus of the strategy on the development of a strong corporate culture is a significant shift in the direction of building a cohesive and value-oriented academic community. This focus on corporate culture is key as it underpins the university's ambitions, enabling it to navigate the complexities of working in a wartime context while maintaining its commitment to quality education, research innovation and community service. Building a strong corporate culture is seen as essential to fostering a sense of belonging, resilience and shared purpose among members of the university community, which is critical to maintaining morale and unity in times of uncertainty.

Moreover, the operational tasks of the new strategy are aimed not only at solving immediate challenges, but also at laying the foundation for long-term sustainability and growth. This includes efforts to digitize operations, streamline organizational structures, and create value-driven educational ecosystems that contribute to the University's sustainability and adaptability.

In summary, the BSPU strategy for 2022–2025 represents a perspective and value-oriented approach to the development of the university in new realities. It articulates a vision that goes beyond traditional educational and academic functions to take on a more holistic role in serving its community and promoting the unity and resilience of the Ukrainian people. By prioritizing corporate culture and aligning its goals with sustainable development, BSPU sets a precedent for how educational institutions can adapt and thrive in times of uncertainty, serving as a beacon of hope and a model of effective value-based education.

6.5 HEIS NOT ONLY AS CENTERS OF LEARNING, BUT AS A PLACE WHERE VALUES ARE NURTURED

6.5.1 FRAMEWORK OF VALUES OF BERDYANSK STATE PEDAGOGICAL UNIVERSITY

The analysis of the New Strategy of Berdyansk State Pedagogical University for the period 2022–2025 highlights a special structure of values that HEI tries to nurture in its community. These values are fundamental to the mission of the university, guiding its educational, scientific and public activities (**Table 6.2**). They reflect a desire to foster an environment where academic achievement, personal and professional growth, and community contribution are paramount.

This system of values is the basis, on which BSPU builds its strategic initiatives and operational tasks. This is a testament to the university's commitment not only to providing education, but also to developing a community that embodies these core principles. Through this value-based approach, BSPU strives to prepare its students not only for professional success, but also for meaningful societal contribution, embodying the ideals of global citizenship and social responsibility.

To align the system of measures, defined in the Development Strategy of BSPU with the Framework of Values, we can attribute each measure to the corresponding value it supports (**Table 6.3**). This approach emphasizes how each operational task and the defined system of activities within it contributes to the cultivation of its core values, ensuring that all initiatives are part of the university's global mission.

● **Table 6.2** Framework of values of Berdyansk State Pedagogical University

Value	What It Means?
1. Integrity and responsibility	Emphasizes ethical behavior, accountability and transparency in all university activities, promoting the development of a culture of trust and moral responsibility among students, teachers and staff
2. Excellence and innovations	Represents the commitment to the highest standards in academic and professional performance, combined with the commitment to fostering creativity, innovation and adaptability in meeting challenges and seizing opportunities
3. Inclusiveness and openness	Demonstrates the commitment to creating a barrier-free, inclusive and accessible environment that values and respects all people, encouraging equal opportunities for all participants in the educational process
4. Community and cooperation	Emphasizes the importance of building a supportive and engaged university community that thrives on corporate culture, knowledge sharing and collaboration both within the university and with external partners
5. Leadership and personal development	Focused on nurturing leaders who are committed to continuous personal and professional growth, able to inspire and implement positive change in their communities and fields of expertise
6. Empathy and tolerance	Encourages empathy, understanding and respect for differences, fostering a culture where kindness and mutual respect are paramount and diverse perspectives are valued
7. Safety and well-being	Provides a safe, healthy, and supportive environment for all members of the university community, recognizing the importance of physical safety and emotional well-being to academic and personal success
8. Global citizenship and social responsibility	Embraces the desire to positively impact society both locally and globally, fostering a sense of responsibility towards the wider community and encouraging actions that contribute to sustainable development and societal well-being

The commitment to integrity and accountability is demonstrated through the development of codes of integrity and academic integrity, as well as systematic screening to identify at-risk groups, ensuring that ethical behavior is not merely encouraged but institutionalized. Excellence and innovation are encouraged through a range of activities from the transformation of educational content to digitization, reflecting a proactive stance on addressing the challenges of today's educational environment and seizing opportunities for growth and improvement.

Inclusiveness and openness at the university are facilitated by the launched language courses, mobility and psychological support programs, which indicates a comprehensive approach to creating an inclusive environment where all members feel valued and supported. Community and cooperation are enhanced through internal and external partnerships, workshops and interdisciplinary projects, demonstrating the university's commitment to building a dynamic, collaborative community.

Leadership and personal development are prioritized through initiatives that recognize and encourage academic achievement, provide professional development opportunities and prepare

students for leadership roles, emphasizing the university's role in nurturing future leaders. Activities that support empathy and tolerance, as well as safety and well-being, underscore the university's commitment to the well-being and development of its community members.

● **Table 6.3** Harmonization of the value framework with the BSPU development strategy

Value	System of actions
1. Integrity and responsibility	Development of the code of integrity of the university community. Regular meetings of the rector with employees, applicants, research and teaching staff. System diagnostics to identify risk groups among representatives of the university community
2. Excellence and innovations	Transformation of the content of educational services. Launch of the Telegram channel "Science. Reboot". Execution of state budget scientific projects. Increasing publishing activity. Development of a framework of excellence. Creation of an online platform for placing methodical resources, a bank of the best pedagogical and educational practices. Digitization of management processes
3. Inclusiveness and openness	English language courses for teachers. External academic mobility. Involvement of student self-government in academic and methodical councils
4. Community and cooperation	Functioning of the professional hub as a partnership of internal and external stakeholders. Joint participation with international partners in projects. Conducting seminars and other forms of grant-project activities. Formation of interdisciplinary teams for writing and submitting grant project applications
5. Leadership and personal development	Presentation of young scientists for awards and scholarships. Launch of the "Best Young Scientist of the BSPU" competition. Functioning of the Center for Teaching Mastery of BSPU teachers. Opening of the career growth center
6. Empathy and tolerance	Conducting seminars on the basics of scientometrics and copyright, promoting mutual learning and respect for intellectual property. Branding of the university, spreading a positive image and cultivating the corporate culture of the BSPU. Functioning of the psychological online coffee shop "I'm here"
7. Safety and well-being	Providing material and technical support to teachers (laptops, printers, batteries), providing them with the necessary tools for high-quality and efficient performance of their duties. Conducting preparatory courses for admission to the master's degree, facilitating adaptation for entrants and students. Development of safety training programs and briefings
8. Global citizenship and social responsibility	Commercialization of scientific research and provision of scientific services, encouragement of innovative thinking and social contribution. Education of an open civic position, a sense of responsibility and participation in public issues among the university community

Finally, global citizenship and social responsibility are promoted through commercialization of research and open citizenship, emphasizing the university's engagement with broader societal challenges and its commitment to making a positive impact.

This analysis highlights the strategic alignment between the system of measures, identified for the implementation of the operational tasks of the Transitional Strategy of Berdyansk State Pedagogical University and its core values, illustrating a comprehensive approach to the cultivation of values. Each event not only advances specific strategic goals, but also reinforces the University's commitment to fostering an academic community that cultivates values, such as integrity, excellence, inclusiveness and social responsibility, ensuring the University has a positive impact on its students, staff and the wider community.

6.5.2 BEST PRACTICES FOR CULTIVATING THE VALUES OF BSPU

The values of a higher education institution are an important component of its brand, corporate culture and activities in general [17, 18]. They represent the mission, goals of the university, as well as its self-identification. It also helps to establish a deeper connection between the institution and its community, providing a stable basis for the development and engagement of higher education seekers, teachers and other stakeholders [19].

The war, started by the Russian Federation against Ukraine, has a great impact on the psychosocial condition of the participants in the educational process [20]. The study of values as a path to sustainable development aims to determine the needs of students in psychological support, social adaptation, the formation of a civic position and responsibility plays an important role [21, 22]. Cultivating values at the university is an important component of student life and learning. It is aimed at the development of personal qualities of higher education students, fostering the culture of interpersonal relations and social responsibility, awareness of the need to implement the sustainable development goals. Various events and initiatives (public lectures, events, trainings, cultural and sports events, volunteer activities) contribute to the development of students not only as specialists, but also as citizens with a higher level of social competence:

1. Integrity and responsibility. Berdyansk State Pedagogical University pays great attention to fostering a culture of integrity and responsibility among its community. This is achieved through a strong focus on ethical education and transparent governance. For example, the university has established a clear academic integrity policy that is strictly enforced, ensuring that students understand the importance of integrity in both their academic and personal lives. In addition, the administration practices open communication and accountability, involving students and staff in decision-making processes, which reinforces a sense of responsibility to the university and to each other. These measures instill a fundamental respect for the ethical standards, expected of every member of the University.

2. Excellence and innovation. Excellence and innovation are key factors in educational practice and research at BSPU. The university constantly strives to integrate the latest technological advances

and pedagogical methods into its curriculum. This is evident in its efforts to digitize management processes and streamline organizational structures to improve service delivery and learning outcomes. The creation of unique educational and professional development programs reflects BSPU's commitment to maintaining high standards of excellence. In addition, the university promotes the development of an innovative culture by encouraging scientific research activities, contributing to the creation of an environment, in which teachers and students are motivated to develop new ideas and solutions. These initiatives not only prepare students for success in their respective fields, but also contribute to the university's reputation as a leading institution in innovation, science and quality education.

3. Inclusiveness and openness. BSPU's commitment to inclusiveness and openness is evident in its active engagement with the wider community and its efforts to maintain visibility and accessibility in challenging environments. A vivid example is the launch of the informational Telegram channel "BSPU. Introduction 2023". This platform not only provides helpful admission advice and updates, but also introduces university's values to prospective students and their families. By creating a welcoming and inclusive environment, the channel helps to integrate applicants into the university's culture, encouraging a sense of belonging and openness. In addition, the "I AM HERE" psychological online cafe is a testament to BSPU's commitment to creating inclusive spaces for emotional and social support, creating an environment where all members feel valued and supported. In addition, the university implements the project "Design of an inclusive educational environment of higher education institutions of Ukraine", which spreads its influence far beyond the boundaries of the university community and serves as a guarantee of global partnership.

4. Community and cooperation. The value of community and cooperation in BSPU is especially evident in the response to the horrors of the war and occupation. Despite the physical displacement of the community, BSPU managed to maintain and even strengthen its community ties through various initiatives. Educational and cultural events, such as "Christmas Ideas in Art", "Easter Unites", "Let's Warm Hearts Together", have played an important role in bringing students, teachers and the community together. These events, rich in educational and cultural content, not only preserve traditional values, but also strengthen the sense of community among the participants. The celebration of Vyshyvanka Day, despite the dispersion of the university community, further emphasizes the unity and spirit of cooperation of BSPU. Deeply rooted in Ukrainian culture, this event is a powerful symbol of shared identity and resilience, bringing together people from different regions to celebrate shared heritage and values.

5. Leadership and personal development. Leadership and personal development are an integral part of the BSPU ethos, fostering an environment where students and staff are encouraged to grow both personally and professionally. Such university initiatives as the creation of the Center for Career Development and the Center for Teaching Excellence "Ars Docendi" are key in this regard. These centers offer structured programs and resources to improve leadership skills and personal development among students and faculty. Personal development workshops on topics such as sustainability and public speaking promote personal and professional development. Summer and winter online camps are also held at the university during the holidays, where students are taught to conduct debates, manage time, seek harmony and become real agents of change.

6. Empathy and tolerance. BSPU fosters the values of empathy and tolerance through a variety of programs that emphasize emotional intelligence, cultural sensitivity, and ethical behavior. For example, an offline reading event of the one-act fairy-tale play "Star Holiday, or Wish Come True!" demonstrates the university's commitment to cultural education and appreciation, which are essential for fostering tolerance and understanding among diverse student groups. The performance allowed the participants to show their creative potential and interact with each other in a deep meaningful way, promoting mutual understanding and respect. It was also a powerful reminder that creativity and education can flourish under any circumstances and that physical barriers do not stand in the way of community unity and collective strength. The successful implementation of this project once again confirmed the belief that a university is much more than a collection of physical structures – it is a dynamic community, dedicated to educational work, fostering values and promoting the interests and creativity of students. This event not only enriched the cultural life of the university, but also strengthened the bonds between its members, further instilling the values of empathy and tolerance in the BSPU community.

7. Safety and well-being. Safety and well-being are primary values at BSPU, which are addressed through comprehensive measures to ensure the physical and psychological safety of the community. The university's wartime transition to online format and continued support for robust security protocols during online broadcasts reflect its commitment to security. In addition, BSPU's response to the challenges of fragmentation and loss of physical infrastructure included significant efforts to ensure the continuity of education and research in a secure environment.

8. Global citizenship and social responsibility. BSPU supports global citizenship and social responsibility through its active involvement in addressing local and international issues, particularly emphasizing its response to the occupation and displacement. Such university initiatives as the YouTube channel StudMediaBSPU and the strategic use of the Telegram channel to promote national-patriotic ideas demonstrate the desire to influence public values and promote the development of a sense of global responsibility among the community. In addition, BSPU's participation in educational and cultural events related to broader social themes, such as the celebration of Independence Day, the Day of Remembrance of the victims of the Holodomor, as well as the university-wide event for the Day of Dignity and Freedom, strengthens its role in promoting social responsibility and formation of awareness of global citizenship among students and employees. All these meetings contribute to awareness of our identity, rereading the history of our people, and understanding what a high price Ukraine has paid throughout its history for freedom and independence. In addition, these events contribute to the unity of the community, scattered all over the world, to the realization that like-minded people are united not by walls, but by common values.

6.5.3 HARMONIZATION OF THE UNIVERSITY VALUES WITH THE SUSTAINABLE DEVELOPMENT GOALS

Universities embody a diverse set of values, including integrity, excellence, respect, responsibility, innovation, equity and inclusiveness. Each of these values aligns with the broader targets of

the SDGs, creating natural synergies that can strengthen efforts to achieve sustainable development. By embedding these values in their educational, research and operational practices, universities can play a key role in solving complex global challenges. **Fig. 6.5** shows a matrix that reflects the alignment of the values of BSPU with the SDG and offers a comprehensive view of how the basic principles of higher education are aligned with the global goals for a sustainable future. Each value, from integrity and responsibility to global citizenship and social responsibility, resonates with specific SDGs, illustrating the university's broad impact in promoting a sustainable and just world.

INTEGRITY AND RESPONSIBILITY

This value is fundamental to creating a culture of ethical behavior and responsibility in all university activities. It directly supports the SDGs that call for good health and well-being (SDG 3) by encouraging ethical medical practices and research integrity; quality education (SDG 4) through the provision of inclusive, barrier-free and equitable educational opportunities; gender equality (SDG 5) by ensuring fairness and integrity in all policies; peace, justice and strong institutions (SDG 16) by promoting the commitment to transparency and ethical governance. Integrity and responsibility are also critical to building effective partnerships (SDG 17) as they build the trust between institutions, organizations and communities, needed to work together towards sustainable development.

EXCELLENCE AND INNOVATION

BSPU's pursuit of excellence and innovation drives progress in industry, infrastructure (SDG 9) and supports economic growth (SDG 8) through the development of innovative solutions and entrepreneurship. This value also plays an important role in addressing climate change (SDG 13) by promoting research and innovation in sustainable technologies and practices. It is at the heart of quality education (SDG 4), encouraging high academic standards and creative thinking, preparing students to meet the challenges of the future.

INCLUSIVENESS AND OPENNESS

Inclusiveness and openness advocate the creation of a barrier-free, accessible educational environment that directly contributes to reduced inequality (SDG 10) and ensures quality education for all (SDG 4), regardless of background, ability or economic status. This value supports gender equality (SDG 5) by promoting equal opportunities and participation for all genders in the academic community. It also strengthens the inclusiveness of cities (SDG 11) by ensuring that educational institutions are accessible and open to all, fostering a culture of diversity and acceptance.

REDEFINING HIGHER EDUCATION: INNOVATION, INCLUSION, AND SUSTAINABLE DEVELOPMENT DURING WARTIME























































































1. Integrity and responsibility	2. Excellence and innovation	3. Inclusiveness and openness	4. Community and cooperation	5. Leadership and personal development	6. Empathy and tolerance	7. Safety and well-being	8. Global citizenship and social responsibility
        	        	         	        	      	             	             	             

Fig. 6.5 Matrix of harmonization of the university values and the Sustainable Development Goals

COMMUNITY AND COOPERATION

The "Community and Cooperation" value emphasizes the importance of joint efforts to address local and global challenges, aligning them with the SDGs that emphasize partnerships (SDG 17) and sustainable cities and communities (SDG 11). This value contributes to the reduction of inequality (SDG 10) through community-level initiatives and projects, aimed at bridging societal divides. By emphasizing collaboration, BSPU strengthens its role in promoting sustainable economic growth (SDG 8) and innovation (SDG 9) by pooling resources and knowledge to solve complex sustainable development challenges.

LEADERSHIP AND PERSONAL DEVELOPMENT

Leadership and personal development are critical to empowering people to lead sustainable initiatives, directly impacting the goals related to quality education (SDG 4), gender equality (SDG 5) and reduced inequality (SDG 10). This value nurtures leaders who are ready to promote economic growth (SDG 8) and create peaceful, inclusive societies (SDG 16). Through opportunities for personal and professional growth, individuals are empowered to make meaningful contributions to their communities and the wider global context.

EMPATHY AND TOLERANCE

Empathy and tolerance are essential to building inclusive, peaceful communities, supporting the SDGs to reduce inequality (SDG 10), promote good health and well-being (SDG 3) and ensure quality education for all (SDG 4) by promoting a culture of empathy and understanding. This value promotes gender equality (SDG 5) by challenging stereotypes and promoting respect for all genders, as well as peace, justice and strong institutions (SDG 16) by cultivating a social fabric that values diversity and tolerance.

SAFETY AND WELL-BEING

Safety and well-being covers a wide range of issues important to sustainable development, influencing all the SDGs, ensuring the health, safety and support of the university community. This value underlines the importance of a holistic approach to education that considers the physical, mental and emotional health of students and staff as fundamental: from promoting good health and well-being (SDG 3) to ensuring safe and inclusive cities (SDG 11) to achieve sustainability.

GLOBAL CITIZENSHIP AND SOCIAL RESPONSIBILITY

This value embodies the commitment to global sustainability and responsibility, aligning it with all the SDGs, encouraging actions and behaviors that support sustainable development, responsible consumption and production (SDG 12), climate action (SDG 13) and life on land (SDG 15). It fosters a sense of global community and awareness, preparing people to participate and contribute to solving global problems.

By aligning its core values with the SDGs, Berdyansk State Pedagogical University not only contributes to global efforts for sustainable development, but also instills these principles in its students, preparing them to become responsible, informed citizens and leaders who can navigate and meet the challenges of a changing world.

6.6 THE VALUES OF THE UNIVERSITY, THE GOALS OF SUSTAINABLE DEVELOPMENT AND THE THIRD MISSION OF THE UNIVERSITY

6.6.1 THE THIRD MISSION OF THE UNIVERSITY AS A WAY TO SUSTAINABLE DEVELOPMENT

The combination of the university values, the sustainable development goals, and the university's third mission – to go beyond education and research to embrace societal contribution – heralds an era of transformation in higher education [23, 24]. This synergy not only strengthens the internal role of higher education institutions in creating a sustainable future, but also increases their social impact due to purposeful interaction with the community and global issues [25, 26]. The integration of these elements underscores the deep commitment to the development of a world that is just and sustainable.

During the war, the university took responsibility for fulfilling its third mission by intensifying community participation in solving problems, such as community dispersion, reintegration and post-occupation reconstruction. As a city-forming institution, BSPU plays a key role in uniting talented and promising youth, thereby strengthening the unity of the Berdyansk community [27, 28]. With the support of the Berdyansk City Military Administration and the Berdyansk District State Administration, BSPU initiated the youth forum "Youth of Berdyansk region: Challenges of the Occupation" in Zaporizhzhia. This event, held in a mixed format, gathered more than 300 participants and focused on the critical role of youth after de-occupation, the challenges that await citizens and the prospects for post-war development. The depth and relevance of the discussions at this forum became an impetus for further initiatives.

The tradition of promoting community unity continued throughout 2023 with a series of events under the general name "Youth of Berdyansk region". Among them are meetings of the youth forum "Youth of Berdyansk region: challenges of de-occupation" and round tables "Art in occupa-

tion" (June 25, 2023), "Active youth of Berdyansk region & the Goals of sustainable development" (August 11, 2023), "Youth of Berdyansk region: de-occupation and partnership for sustainable development" (September 17, 2023), "The teachers we need for the education we want: teachers' motivations and challenges analysis" (November 28, 2023), "The role of mediation in society: from confrontation to understanding" (March 28, 2024). These forums became a platform for discussing deep and problematic issues related to the occupation, education and culture of Berdyansk, as well as defining the goals and tasks that will be faced by the community after de-occupation.

All these measures were part of BSPU's implementation of the SDG, defined by the Decree of the President of Ukraine "On the Sustainable Development Goals of Ukraine for the period until 2030" dated September 30, 2019. The mission, vision and development priorities of the university are strategically aligned with these goals, aimed at ensuring holistic education and balancing the economic, social and environmental dimensions of sustainable development in Ukraine.

6.6.2 CORPORATE CULTURE OF THE UNIVERSITY AS A GUARANTEE OF CULTIVATING VALUES FOR ACHIEVING THE SUSTAINABLE DEVELOPMENT GOALS

The journey to sustainable development and social contribution requires the development of a strong corporate culture in universities, which is based on responsibility, inclusiveness and barrier-free access [29, 30]. This culture is at the heart of the institution, influencing not only how it operates internally, but also how it interacts with the wider community and the world. By developing such a culture, universities can further strengthen their impact on sustainable development by embodying the values they seek to promote and exemplifying the principles, laid down in the SDG [31, 32].

A culture of responsibility in the university context goes beyond simple adherence to ethical standards; it encompasses a proactive stance on environmental protection, social justice, and economic sustainability [33]. This means that the institution takes responsibility for its impact on the world and actively works to minimize its ecological footprint, promote social justice, and contribute positively to the local and global economy [34, 35]. Such a culture of responsibility encourages both students and faculty to consider the broader implications of their work and strive for solutions that are not only innovative but also equitable and sustainable [36, 37].

Inclusiveness and barrier-free access are equally important components of the university's corporate culture, which ensures that education is accessible to all, regardless of background, abilities, or socio-economic status [38]. An inclusive culture values diversity and sees it as a strength, recognizing that a diversity of perspectives enriches learning and innovation. By removing barriers to education – whether physical, financial, or psychological – universities can ensure that all students have the opportunity to contribute to and benefit from the pursuit of sustainable development [39]. This inclusiveness extends not only to students, but also to faculty and staff, creating an environment where everyone feels valued, supported, and able to reach their full potential [40].

The development of such a corporate culture requires purposeful actions and commitment at all levels of the institution. This involves reviewing policies and practices to ensure they are consistent with the values of responsibility, inclusiveness and accessibility. It also sets out to foster a dialogue within the university community about the importance of these values and how they can be integrated into everyday activities, research and teaching.

The benefits of developing a corporate culture, focused on responsibility, inclusiveness and accessibility are manifold. This not only increases the university's contribution to achieving the SDGs, but also creates a more active, dynamic and supportive academic community. Students who study in such an environment are more likely to carry these values into their professional and personal lives, contributing to a ripple effect that spreads the impact of the university's efforts far beyond its university community.

In summary, developing a corporate culture that prioritizes responsibility, inclusiveness and accessibility is not just an aspiration for universities; it is a necessity for those who seek to promote sustainable development and make a meaningful contribution to society. By embodying the principles they teach and fostering an environment where these values are lived every day, universities can play a key role in advancing the agenda for a sustainable, just and inclusive future.

6.6.3 THE HISTORY OF BSPU IS A PATH OF RENEWAL AND GROWTH. LOOKING AHEAD

The case of Berdyansk State Pedagogical University provides a vivid picture of the resilience and adaptability of Ukrainian universities amidst the challenges of the war. Faced with the dire realities of the occupation of Berdyansk, the relocation of its base and the total frontline, the survival of BSPU was not guaranteed. However, through strategic ingenuity and unwavering commitment to its educational mission, the university not only persevered, but also charted a course for sustainable development in seemingly impossible circumstances.

The adoption of the "University without Walls" model marked a radical shift in BSPU's approach to education, allowing it to transcend physical boundaries and maintain continuity in its academic and administrative activities. This innovative model was complemented by the development and implementation of a new Development Strategy that helped guide the university through turbulent times. By integrating a third mission, centered on social responsibility and engagement, into its core objectives, the university has expanded its traditional role beyond teaching and research to encompass a broader societal contribution.

Central to this strategic realignment was the inclusion of the Sustainable Development Goals as guiding principles. This alignment not only reflected BSPU's commitment to global sustainability, but also served to refine and articulate the university's values. These values, in turn, have become the cornerstone for cultivating a corporate culture that emphasizes inclusiveness, scientific progress, and innovation. By fostering an inclusive, barrier-free educational environment and prioritizing scientific research and development, Berdyansk State Pedagogical University has demonstrated extraordinary adaptability and progress in the face of adversity.

Moreover, a strategic focus on the values and the SDGs has enabled the university to navigate today's challenges, laying the foundation for future sustainability and relevance. The university's experience highlights the potential of value-based education to inspire a collective response to crises, fostering a community that is engaged, resilient and forward-looking.

The BSPU case is a compelling blueprint for other universities around the world facing similar challenges due to war, displacement or other crises. It emphasizes the importance of a flexible, value-based strategic approach to ensure not only the survival but also the progress of higher education institutions in a time of ongoing war.

As we face a changing future, it is important for higher education institutions to adopt a pragmatic approach that carefully considers and integrates responses to potential threats. The experience of Berdyansk State Pedagogical University emphasizes the need to anticipate the evolution of higher education and the broader social context. This visionary perspective is not only about meeting immediate challenges, but also about positioning the university to thrive in the long term.

For this purpose, the identification and integration of promising directions for the expansion and improvement of the university's strategy is of primary importance. This involves a dynamic assessment of external threats – from geopolitical changes and environmental crises to technological disruptions and changes in the global economy. By understanding these potential challenges, universities can develop flexible, sustainable strategies that not only mitigate risks, but also capitalize on new opportunities for growth and innovation.

It may also involve diversifying education delivery models to increase accessibility and sustainability, expanding research focuses to address emerging global challenges, and fostering deeper partnerships with industry, government and civil society to enhance societal impact. It also means investing in digital infrastructure and capabilities to support distance learning and operations, ensuring continuity and adaptability in the face of the changing world and new realities.

In addition, the continuous improvement of university strategies should include a strong emphasis on sustainability and social responsibility. This includes deeper integration of the sustainability goals into curricula, research plans and community engagement efforts, ensuring that universities make a positive contribution to societal progress and environmental stewardship.

In taking these steps, it is critical for universities to maintain an open dialogue with all stakeholders – students, faculty, staff, alumni, and community partners – to ensure that strategic developments are aligned with the needs and aspirations of the broader university community. Engaging in an ongoing process of consultation and collaboration will enable institutions to adapt their strategies to feedback and changing circumstances, ensuring they remain relevant and impactful in the uncertain future.

In summary, the changing landscape of higher education and societal development requires a proactive strategic response from universities. By soberly assessing potential threats and integrating promising directions for strategic expansion and improvement, universities can ensure their sustainability, relevance and ongoing contribution to societal progress. The presented case serves as a guide for other universities grappling with similar challenges, highlighting the importance of

foresight, flexibility and the deep commitment to values and sustainability in shaping the future of higher education.

6.7 STRATEGIC RECOMMENDATIONS AND CALL TO ACTION

In the face of serious challenges, associated with the ongoing war, the relocated universities have become more than just institutions of education, but also a visual demonstration of resilience, innovation and community spirit. As these universities navigate the difficulties of the war, displacement and the acute need for adaptation, there is a compelling call to action for governments, international organizations, the UN, the European Commission, communities and local governments. Collective efforts to support relocated universities are critical not only to sustaining the educational mission, but also to laying the foundation for revitalizing and strengthening post-conflict communities.

The government and local self-government bodies should develop programs to support universities, affected by the occupation of territories. This includes financial assistance, policy support that facilitates flexible education delivery models, and infrastructure assistance that addresses urgent needs. In addition, recognizing the expanded role of universities in promoting community resilience and development, policy frameworks must be adaptive, encouraging innovation and integrating universities into local and national recovery efforts.

International organizations, the United Nations and the European Commission can join the partnership with war-affected universities. Initiatives may include promoting international academic collaboration, providing access to global research networks and supporting capacity-building projects, tailored to the needs of universities operating in conflict zones. Financial and logistical support for infrastructure development and for research that addresses both the immediate effects of the war and the long-term goals of sustainable development is critical.

Global and local communities are encouraged to cooperation with universities through knowledge sharing, community projects and support for displaced students and faculty to foster a sense of global solidarity and local unity. Communities can help reintegrate universities into the social fabric after de-occupation, ensuring that they remain centers of learning, innovation and community rebuilding.

Preserving and supporting universities facing the challenges of the war goes beyond the educational mission. As cities and regions seek to rebuild and recover after de-occupation, universities will play a key role in attracting young people, reviving the economy and rebuilding the social fabric of war-torn communities. They will act as magnets for talent, innovation and progress, which is critical to the long-term sustainability and development of societies overcoming the effects of the war and embarking on a path of post-war recovery.

This call to action urges all stakeholders to recognize the critical role of universities in war-torn regions, not only as centers of education, but also as important pillars of community strength,

resilience and recovery. The time to act now is to ensure that universities are ready to fulfill their multifaceted mission in these challenging times and into the future and to move forward from scars of the war.

6.8 CONCLUSIONS

This study was devoted to understanding how Berdyansk State Pedagogical University, in the face of war and displacement, adapted its operational and strategic outlook to not only survive, but also thrive in the new realities. Thanks to the careful consideration of the development strategies of BSPU before and during the war, the study began a comprehensive analysis of the strategic reorientation of the university to the core values, the Sustainable Development Goals and the adoption of the third mission. By examining the transformation of the university development strategies and their alignment with the broader global goals, this study highlighted the key role of strategic vision in navigating the turbulent waters of change.

The applied methodology involved the detailed analysis of strategic documents, operational tasks and the values they promote. This approach provided a detailed understanding of how BSPU's strategic focus on values, such as integrity, inclusiveness and global citizenship, alongside its commitment to the SDGs and the third mission, provided a solid foundation for meeting the challenges of the ongoing war.

The value of this study goes beyond the immediate context of Berdyansk State Pedagogical University or even Ukrainian higher education. It offers essential insights into the global dimension of how universities can respond to crises, highlighting the importance of strategic flexibility, alignment of values and commitment to the global sustainable development goals. In the world where higher education institutions are increasingly at the crossroads of societal challenges, the findings of this study underscore the critical role of strategic vision in enabling universities to not only adapt, but also to contribute significantly to societal sustainability and progress.

In addition, this research contributes to the broader discourse on the role of higher education in promoting sustainable development, social responsibility and community engagement. By demonstrating how Berdyansk State Pedagogical University met its challenges by reorienting its values and global goals, the study serves as a guide for other institutions grappling with similar challenges related to conflict, environmental crises or societal upheaval.

In sum, a strategic vision that includes core values, the commitment to sustainability, and the expanded public mission offers a powerful blueprint for universities facing the uncertainties of new realities. BSPU's journey is a testament to the resilience, adaptability and transformative potential of higher education, highlighting the critical importance of strategic planning and alignment of values in meeting today's challenges. This research not only sheds light on pathways through the challenges, but also highlights the significant contribution that universities can make to building a more sustainable, inclusive and barrier-free global society.

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