

**МЕТОДИКА ОЦІНЮВАННЯ СТЕЙКХОЛДЕРІВ УНІВЕРСИТЕТУ В НАПРЯМКУ  
ВІДПОВІДНОСТІ ЦІЛЯМ СТАЛОГО РОЗВИТКУ**



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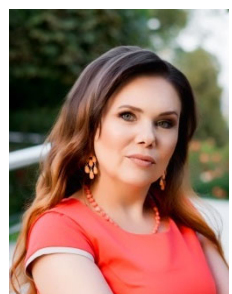
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**Summary.** The article is devoted to the results of the application of university stakeholder assessment methods in the direction of compliance with the UN Sustainable Development Goals. Surveys were developed to assess the activities of key stakeholders of the university in accordance with the tasks of the Transformational Learning Network for Resilience - Enabling Ukrainian higher education to ensure sustainable and reliable reconstruction of (post-war) Ukraine (TransLearnN). In June 2024, the activities of key stakeholders at the university in the direction of sustainability were analyzed. Each, it was determined by material influence and interests, which stakeholders are key in terms of sustainable development and interaction with the university; studied which areas of stakeholder activity correspond to the Sustainable Development Goals; conducted a PEST and SWOT analysis of their activities, identified the main steps of the university to build a strategy for effective interaction with external stakeholders. The key steps include: identification of key pages of interest that contribute to the development trends of higher education, labor and challenges of the state economy; determining communication goals and distributing pages to target groups: sponsors, employers, practice bases, etc.; determining key communication channels according to the type of interested party; determining the type of interaction with the stakeholder; determining the frequency and format of communications, determining the degree of publicity of the interaction; monitoring the effectiveness and evaluating the interaction strategy.

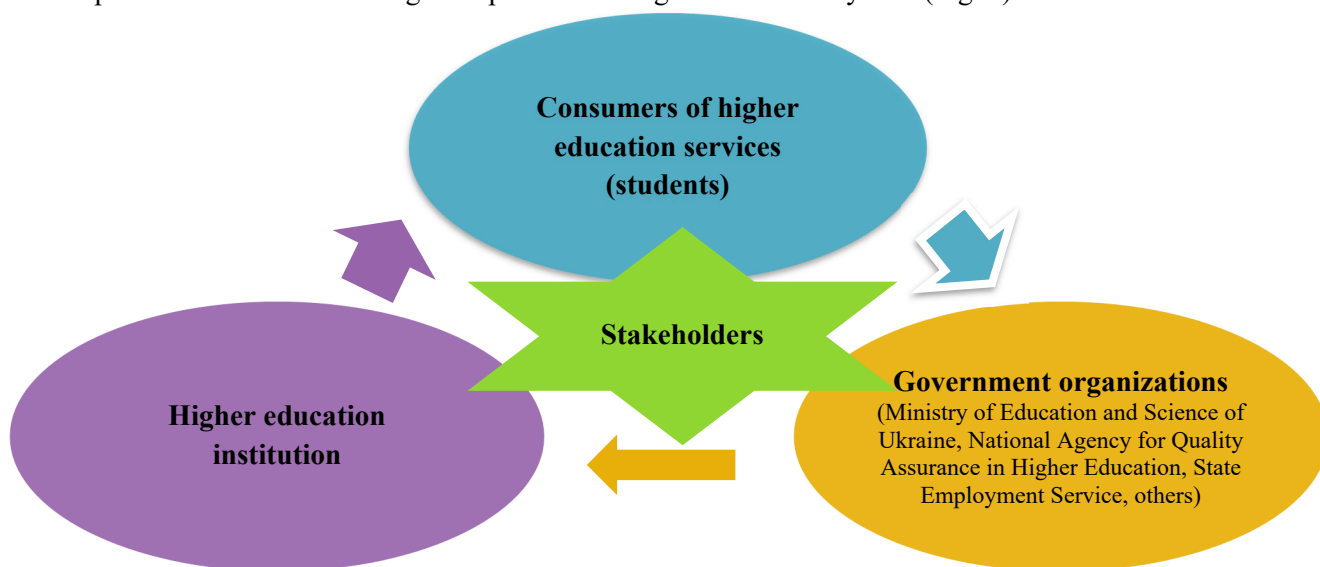
**Keywords:** goals of sustainable development, higher education, stakeholders, strategic planning of sustainable development

### Introduction.

Stakeholders are an integral part of any business or project activity. They influence all key aspects of an organization's operations, from service planning to achieving financial performance. In the case of higher education institutions, effective stakeholder engagement is no exception. In Ukrainian conditions, where labor market demands and the country's economy's demand for specialists are constantly changing, effective stakeholder engagement is becoming one of the key elements for the sustainable development of higher education. Thus, assessing the university's stakeholders in terms of compliance with Sustainable Development Goals [1] becomes an extremely important task.

### Presenting main material.

An important stage for assessing university stakeholders in terms of compliance with Sustainable Development Goals is determining their place in the higher education system (Fig. 1).



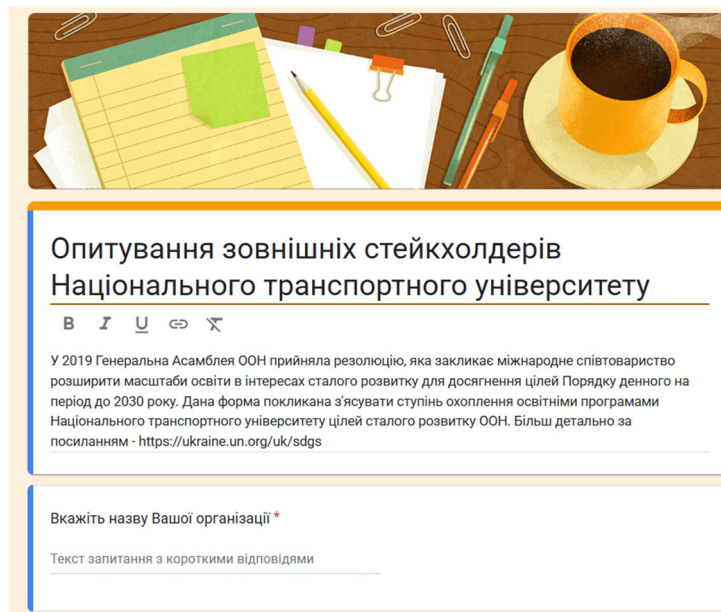
**Figure 1** – The place of stakeholders in the higher education system

**Рисунок 1** – Місце стейкхолдерів у системі вищої освіти

It is obvious that stakeholders, which include employers, internships, student internships, and external training sites, are a key aspect in the training of future specialists [2]. They affect all key aspects of the university's activities. Why is stakeholder management critically important for universities?

- Defining areas of specialist training: stakeholders, through interaction with the university, are able to form competitive offers for training students in the educational services market.
- Attracting investments: stakeholders can act as investors in the development of the university's material and technical base, provide named scholarships to the best students, finance advanced training for teachers, etc.
- Reputation in the educational services market: a positive reputation of the university, its publicity, and transparency of interaction with stakeholders contribute to the advertising of educational services, improving the university's image, and creating a sustainable foundation for growth.
- Risk management: effective work with key stakeholders makes it possible to identify risks in a timely manner and take measures to minimize them. In particular, regarding the relevance of the specialties in which students are trained.

As part of the National Transport University's participation in an international project the Transformational Learning Network for Resilience - Enabling Ukrainian higher education to ensure a sustainable and robust reconstruction of (post-war) Ukraine (TransLearnN) project, NA DAAD: 2023-1-DE01-KA220-HED-000157119 the assessing university stakeholders in terms of compliance with sustainable Development Goals was performed. A questionnaire (Fig. 2) was developed using the Google Forms service (McSoft, USA).



Опитування зовнішніх стейкхолдерів  
Національного транспортного університету

У 2019 Генеральна Асамблея ООН прийняла резолюцію, яка закликає міжнародне співтовариство розширити масштаби освіти в інтересах сталого розвитку для досягнення цілей Порядку денного на період до 2030 року. Дана форма покликана з'ясувати ступінь охоплення освітніми програмами Національного транспортного університету цілей сталого розвитку ООН. Більш детально за посиланням - <https://ukraine.un.org/uk/sdgs>

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Текст запитання з короткими відповідями

**Figure 2** – Questionnaire for the National Transport University Key Stakeholder Survey (in Ukrainian)  
**Рисунок 2**– Анкета стосовно опитування ключових стейкхолдерів Національного транспортного університету (українською)

To effectively distribute priorities among stakeholders and identify key ones, it is advisable to use the “Influence and Interest Matrix” (Table 1).

In accordance with this matrix, key stakeholders of the National Transport University were identified, who in 2024 underwent a questionnaire survey (Fig. 1).

**Table 1** – Stakeholder Influence and Interest Matrix

*Таблиця 1 – Матриця впливу та інтересу стейкхолдерів*

Degree of influence	High interest	Low interest
High	Priority actions and regular communication	Engagement at key stages of interaction
Low	Monitoring and supporting interaction	Minimal interaction

The analysis was conducted using the approach outlined in the study [3]. In particular, at the first stage, stakeholders were asked to rate the degree to which their organization's activities were in line with the UN Sustainable Development Goals on a scale of 1 to 5 (where 1 is almost completely in line, and 5 is completely in line). In fact, 67% of respondents said that their activities were almost in line with the UN Sustainable Development Goals.

To the question "Describe the importance of cooperation with educational institutions for your organization, including for ensuring sustainable development goals," the following answers were received:

1. This is one of our priorities.

2. Cooperation of this format is important for a number of reasons:

- Establishing cooperation with educational institutions is, first of all, one of the directions of the institution's activity.
- Involving students in the work of the institution stimulates the development of the field and the emergence of young specialists with competent knowledge at the beginning of their careers.
- The activities of the institution (among other things) are aimed at forming an eco-conscious attitude of students to projects, the results of the tasks set, and in general to conscious and sustainable nature management.
- The involvement of educational institutions makes the activities of the institution more transparent and allows the development of Social Sciences.

3. Cooperation with educational institutions allows students and teachers to be acquainted with the results of cutting-edge scientific research, advanced world experience in the field of infrastructure development, as well as to form a powerful team of scientists from among talented and creative graduates of educational institutions.

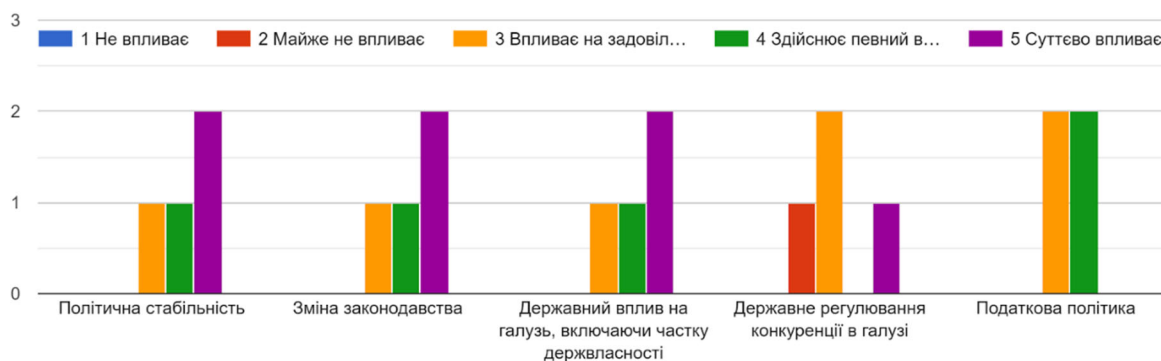
At the next stage, a PEST analysis of stakeholders' activities was applied. Key indicators were identified for each segment of the PEST matrix using the methods [4, 5]. A political, economic, social and technological background of the particular industry was determined. Stakeholders are offered 5 factors in each segment, which must be evaluated on a 5-point scale.

Political factors included: political stability, changes in legislation, state influence on the industry, state regulation of competition, and tax policy (Fig. 3).

The economic factors influencing the activities of stakeholders include: the general characteristics of the economic situation (upward, stabilization, downward); the exchange rate of the national currency and the refinancing rate; the level of inflation; the level of unemployment; and the prices of energy resources (Fig. 4).

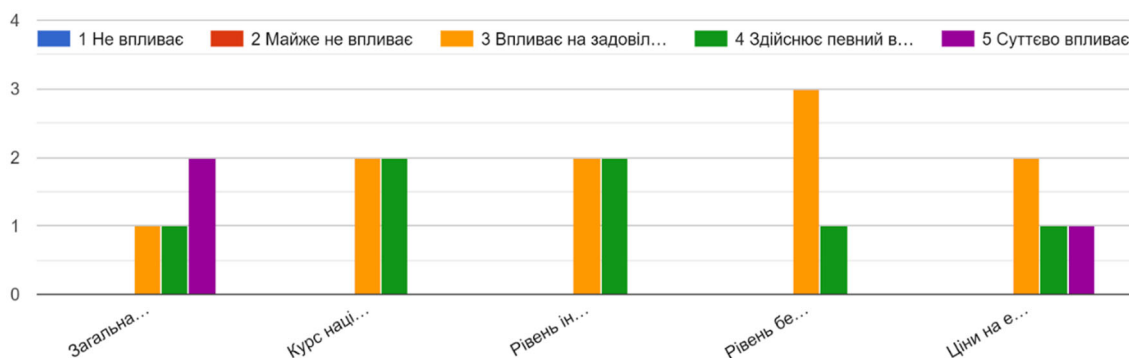
Social factors influencing the activities of stakeholders include: demographic changes; changes in the income structure; attitude to work and leisure; social mobility of the population; consumer activity (Fig. 5).

Technological factors include: state policy in the field of innovative developments; the level of technology in the industry; the impact of innovations on business; the emergence of discoveries, patents, products, etc.; the company's access to technologies (Fig. 6).



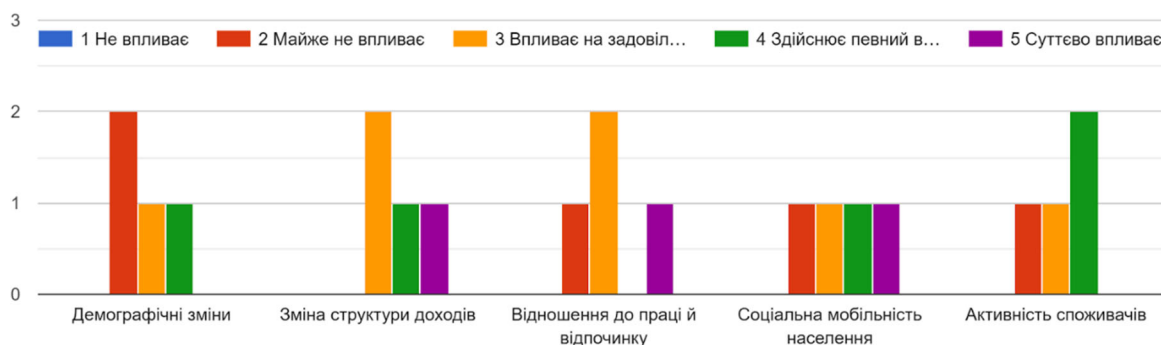
**Figure 3** – Results of a survey of key stakeholders regarding the influence of political factors (in Ukrainian)

**Рисунок 3**– Результати опитування ключових стейкхолдерів стосовно впливу політичних факторів (українською)



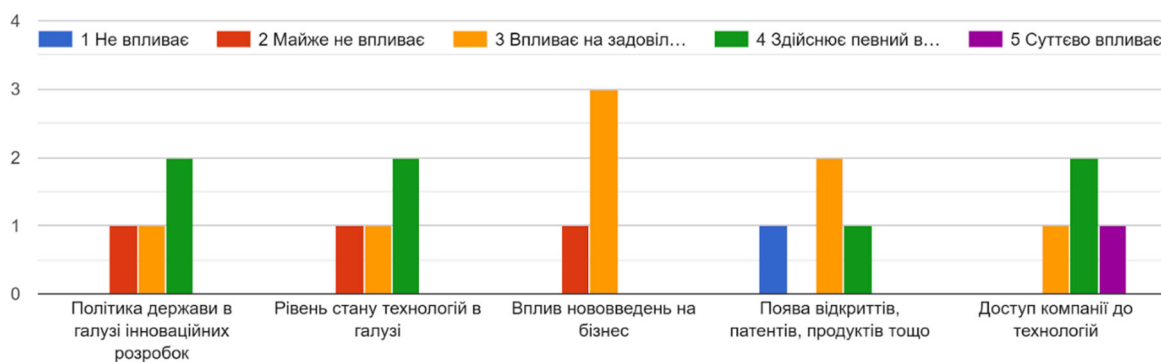
**Figure 4** – Results of a survey of key stakeholders regarding the influence of economic factors (in Ukrainian)

**Рисунок 4**– Результати опитування ключових стейкхолдерів стосовно впливу економічних факторів (українською)



**Figure 5** – Results of a survey of key stakeholders regarding the influence of social factors (in Ukrainian)

**Рисунок 5**– Результати опитування ключових стейкхолдерів стосовно впливу соціальних факторів (українською)



**Figure 6** – Results of a survey of key stakeholders regarding the influence of technological factors (in Ukrainian)

**Рисунок 6**– Результати опитування ключових стейкхолдерів стосовно впливу технологічних факторів (українською)

Analyzing these factors of influence on the activities of stakeholders, it can be concluded that the political segment has a significant impact directly (Fig. 7). And technological factors do not actually affect the stability of the stakeholder's activities in market conditions.

The advantages of PEST analysis are:

- its simple structure;
- promoting understanding of the broader business environment, developing external and strategic thinking;
- can allow the organization to predict future threats to its activities and take measures to avoid or minimize their impact;
- can allow the organization to identify opportunities and use them to the fullest.

The disadvantages of PEST analysis are:

- the simplified amount of data used for decision-making;
- probabilistic nature;
- the need for repetition in time in order to avoid false consequences.

PEST analysis is also one of the analysis tools for filling in external opportunities and threats for SWOT analysis [3, 6-7] (Fig. 8). SWOT analysis allows you to identify the strengths and weaknesses of the university's interaction with key stakeholders, as well as opportunities and threats.

Analyzing the responses of key stakeholders to the developed questionnaire regarding the formation of the SWOT matrix, we can draw the following conclusions:

1. The key Strength for stakeholders in the context of ensuring sustainable development goals is "Possibility of conducting research on ecology".
2. The key Weakness is the obsolescence of the management model and the influence of political factors.
3. The company's Opportunity depends on the direction of its statutory activity and how progressive this direction is in relation to the development trends of the country's economy.
4. All stakeholders noted that the key Threats to their activities are caused by Russia's war against Ukraine.

In response to the question "In your opinion, can growth (of an individual business, the economy as a whole) be sustainable without higher education?" all key stakeholders noted that higher education is a key priority in ensuring the sustainability of the country's economy. This aspect determines how important the interaction between universities and their stakeholders is to ensure the sustainable development of both.

**НАУКОВО-МЕТОДИЧНІ ПУБЛІКАЦІЇ /  
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Political						Economical					
	1 Не впливає	2 Майже не впливає	3 Впливає на задовільному рівні	4 Здійснює певний вплив	5 Суттєво впливає		1 Не впливає	2 Майже не впливає	3 Впливає на задовільному рівні	4 Здійснює певний вплив	5 Суттєво впливає
Політична стабільність	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Загальна характеристика економічної ситуації (підйом, стабілізація, спад)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Зміна законодавства	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Курс національної валюти й ставка рефінансування	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Державний вплив на галузь, включаючи частку держвласності	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Рівень інфляції	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Державне регулювання конкуренції в галузі	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Рівень безробіття	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Податкова політика	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Ціни на енергоресурси	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Social						Technological					
	1 Не впливає	2 Майже не впливає	3 Впливає на задовільному рівні	4 Здійснює певний вплив	5 Суттєво впливає		1 Не впливає	2 Майже не впливає	3 Впливає на задовільному рівні	4 Здійснює певний вплив	5 Суттєво впливає
Демографічні зміни	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Політика держави в галузі інноваційних розробок	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Зміна структури доходів	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Рівень стану технологій в галузі	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Відношення до праці й відпочинку	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Вплив нововведень на бізнес	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Соціальна мобільність населення	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Поява відкриттів, патентів, продуктів тощо	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Активність споживачів	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Доступ компанії до технологій	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

**Figure 7 – Stakeholder PEST Analysis Matrix (Sample in Ukrainian)**  
**Рисунок 7– Матриця PEST-аналізу стейкхолдера (зразок українською)**

Based on the survey results, the National Transport University received proposals from stakeholders regarding strengthening cooperation between educational institutions and manufacturing companies in order to increase the effectiveness of each party's work to ensure sustainable development.

Thus, this stakeholder assessment methodology allows you to identify key aspects of interaction with universities and to visit models of planning joint work and taking into account the interests of all parties. Involving stakeholders in higher education is a process that also includes establishing effective communication channels. The stakeholder engagement strategy should be based on the realities of the state's economic development and take into account the needs of the labor market.

	Helpful to achieving the objective	Harmful to achieving the objective
<b>Internal origin</b>	<b>Strength</b>	<b>Weakness</b>
	Possibility of conducting research on ecology Stability, uniqueness. Necessary for adaptation to global climate change; necessary for the preservation of natural ecosystems and their components. Possibility to influence the scientific and technical support of infrastructure development.	Outdated management model. Insufficient funding, lack of competent knowledge among some employees, high dependence on the political and economic situation. Dependence on state and economic and political moments.
<b>External origin</b>	<b>Opportunity</b>	<b>Threats</b>
	The opportunities are defined by the statute: Digitization of scientific research, development and implementation of joint scientific/educational/environmental protection programs, increasing tourism and recreational potential (while creating new jobs), providing the population of the capital with natural resources.	Threats caused by Russia's war against Ukraine.

**Figure 7** – Matrix of SWOT key stakeholders of NTU in the context of sustainable development  
**Рисунок 7** – Матриця SWOT-аналізу ключових стейкхолдерів НТУ в контексті сталого розвитку

Based on the results of the assessment of the university stakeholders in the direction of compliance with the sustainable development goals, the main steps for implementing the strategy of effective interaction were developed:

1. Identification of key stakeholders that correspond to the trends in the development of higher education, the labor market and the challenges of the state economy (annually, before the beginning of the new academic year).
2. Determination of communication goals and distribution of stakeholders into target groups: sponsors, employers, practice bases, etc.
3. Identification of key communication channels according to the type of stakeholder.
4. Determination of the type of interaction - joint projects, mass events, advertising aspects, work only with students, involvement in official events, etc.
5. Determination of the frequency and format of communications, determination of the degree of publicity of interaction.
6. Monitoring the effectiveness and evaluating the interaction strategy (questionnaires, feedback).

**Conclusions.** Long-term relationships with stakeholders are the key to the stability of higher education institutions. Successful communication and support of long-term relationships help universities stay on trend in the educational services market. And in modern Ukrainian conditions, when the war with Russia has a significant impact on the labor market, long-term relationships with stakeholders are becoming an integral part of the strategy. Effective engagement with stakeholders requires a deep understanding of their roles and types. Proper identification of stakeholders helps to create strategies for engaging with each group and identify key stakeholders. Thus, the assessment of university stakeholders for sustainability compliance should take place

on an ongoing basis, since it is this aspect that enables higher education institutions to determine effective interaction strategies.

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#### ASSESSMENT OF UNIVERSITY ACTIVITIES IN THE CONTEXT OF COMPLIANCE WITH THE GOALS OF SUSTAINABLE DEVELOPMENT

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**Анотація:** Стаття присвячена результатам застосування методики оцінювання стейкхолдерів університету в напрямку відповідності цілям сталого розвитку ООН. Виконано розробку анкети для оцінювання діяльності ключових стейкхолдерів університету відповідно до завдань проекту the

Transformational Learning Network for Resilience - Enabling Ukrainian higher education to ensure a sustainable and robust reconstruction of (post-war ) Ukraine (TransLearnN). У червні 2024 року було проаналізовано діяльність ключових стейкхолдерів університету в напрямку сталості. Зокрема, було визначено за матрицею впливу та інтересу, які стейкхолдери відповідають ключовим в аспекті сталості розвитку і взаємодії з університетом; вивчено, які напрямки діяльності стейкхолдерів відповідають цілям сталого розвитку; проведено PEST та SWOT-аналіз їх діяльності, визначені головні кроки університету для побудови стратегії ефективної взаємодії із зовнішніми стейкхолдерами. До ключових кроків віднесено: визначення ключових зацікавлених сторін, що відповідають тенденціям розвитку вищої освіти, ринку праці та викликам економіки держави; визначення цілей комунікації та розподіл зацікавлених сторін на цільові групи: спонсори, роботодавці, бази практики тощо; визначення ключових каналів комунікації відповідно до типу зацікавленої сторони; визначення типу взаємодії із стейкхолдером; визначення частоти та формату комунікацій, визначення ступеня публічності взаємодії; моніторинг ефективності та оцінка стратегії взаємодії.

**Ключові слова:** цілі сталого розвитку, вища освіта, стейкхолдери, стратегічне планування сталого розвитку

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