ACTION PLAN
for managing key risks

1. Preventive measures for managing key risks and reducing their impact on the university's activities

No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
			1.1. Extensive marketing and PR campaign			
1	Risk of university income decline	Chairman of the Board – Rector	**1.1.1 Social media promotion** • Regular posts on Instagram, TikTok, Facebook, Telegram, YouTube pages. • Content on student life, achievements, research. • Engaging students in content creation (blogs, vlogs, challenges, reviews).	Ongoing throughout the year	PR and Marketing Department Youth Policy Department	September, December Report on conducted activities, links to content
			1.1.2. Video content • Recording videos about student life, achievements, internships, career success. • Interviews with successful alumni. • Online tours of university and dormitories.	2nd – 3rd quarter 2025	PR and Marketing Department Department of Innovative Technologies	September, December Video content published on official platforms Online campus tour
			1.1.3. Advertising and PR events • Educational exhibitions and career fairs. • Creating information events at city and regional levels • Internet advertising (Google Ads, targeted social media ads). • Media coverage (articles, interviews, reports).	Ongoing throughout the year	Academic Affairs Department PR and Marketing Department	September, December Report on conducted activities, links to content

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No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
			1.1.4 Career guidance activities • Offsite meetings at schools and colleges. • Open days with faculty and student participation. • Excursions for schoolchildren. • Summer school organization • Preparatory courses • Meetings with parents of applicants. • Informing about university opportunities and graduate employment prospects.	Ongoing throughout the year	PR and Marketing Department Academic Departments	September, December Report on conducted activities, publications on official university resources
			1.2 Creation and Development of Research Infrastructure			
			1.2.1 Attracting external funding • Searching for and attracting sponsors to increase the share of scientific equipment purchased with their funds. • Developing cooperation with enterprises to increase funding and sponsorship support for departments. • Using grant support mechanisms and targeted financing.	Ongoing throughout the year	Departments Department of Science and Innovation	September, December Information on activities carried out
			1.2.2 Cooperation with industrial enterprises • Implementing collaboration between relevant departments and enterprises. • Organizing joint research projects and applying their results in production. • Forming working groups for experience exchange and joint determination of cooperation priorities.	Ongoing throughout the year	Departments Department of Science and Innovation	September, December Information on activities carried out
			2.1 Consumer-oriented educational programs			
2	Risk of declining practical skills of students	Vice-Rector for Academic Affairs	**2.1.1 Updating educational programs** • Involving Corporate University enterprises in identifying the most demanded professional competencies of graduates • Using active learning methods	Ongoing throughout the year	Academic Affairs Department Relevant Departments	September, December Updated educational programs, curricula (CEDs)
			2.1.2 Expanding cooperation with enterprises • Increasing the share of employers in the educational process and active involvement of practicing specialists. • Regular updating of laboratories, equipment, software, and teaching materials. • Engaging students in real projects and internships at leading enterprises. • Training in modern teaching methods and practice-oriented approaches.	Ongoing throughout the year	Departments Academic Affairs Department Center for Pedagogical Monitoring Institute of Continuing Education	September, December Information on completed activities

ACTION PLAN FOR MANAGING KEY RISKS

No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
			• Systematic feedback collection from employers and graduates. • Development of dual education – combining theory and practice through joint programs with enterprises. • Integrating current industrial experience into the educational process via master classes and excursions.			
3	Risk of non-compliance with information security requirements	Vice-Rector for Strategic Development and Digitalization	**3.1 Organizational measures** • Development and implementation of information security policies. • Defining the list of confidential information and access categories. • Signing non-disclosure agreements. • Training staff and students on data protection rules.	Ongoing	Board Administrative and Legal Department	September, December September, December List of confidential info and access categories
			3.2 Technical measures • Restricting access to confidential information (role-based access system). • Use of secure data transmission channels (encryption). • Control over removable media and cloud storage.	Ongoing throughout the year	Board Department of Innovative Technologies	September, December Report
			3.3 Control and monitoring • Regular audits and inspections for compliance with security requirements. • Monitoring user activity and logging access. • Incident response and data breach action plans	Ongoing throughout the year	Board Department of Innovative Technologies	September, December Report
4	Risk of providing inaccurate information to external information systems and databases	Vice-Rector for Strategic Development and Digitalization	**4.1 Access control and inaccurate data** • Restriction and control of access to databases • Verification of submitted information • Regular data monitoring	Ongoing throughout the year	Academic Affairs Department	September, December Information
5	Risk of Decline in the Quality Composition of Teaching and Research Staff (TRS)	Vice-Rector for Research	**5.1 Effective HR Policy**			
			5.1.1 Recruitment and Development of TRS • Hiring staff with academic degrees and titles. • Increasing the number of lecturers teaching in English. • Attracting young specialists, including doctoral graduates. • Developing corporate culture and motivation systems to retain staff. • Competitive selection for all TRS and staff positions.	Ongoing throughout the year	Administrative and Legal Department HR Department Academic Affairs Department	December Staff appointment orders
			5.1.2. Engagement of TRS in Research Activities	Ongoing throughout the year	Department of Science and Innovation	September, December Analysis of TRS quality

ACTION PLAN FOR MANAGING KEY RISKS

No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
			• Creating conditions for TRS engaged in research within project implementation. • Planning the enrollment of masters and young lecturers into doctoral programs. • Reimbursement of publication costs in Q1-Q2 journals (Scopus, Web of Science). • Encouraging participation in scientific conferences, grants, and international projects.			
			5.1.3. Professional Development and International Cooperation • Organizing advanced training courses and internships for TRS. • Obtaining international certificates such as IELTS/TOEFL 10, as well as professional certifications. • Participation in exchange programs and overseas internships	Ongoing throughout the year	HR Department Department of International Cooperation Departments	September, December Training orders, certificates
			5.2 Increase in Income of Teaching and Research Staff (TRS)			
			5.2.1 Creating conditions for generating income from educational and research activities • Improving working conditions and ensuring competitive salaries. • Supporting young scientists and encouraging their research activities. • Developing a system of financial incentives for scientific, educational achievements and social-educational work • Focusing R&D on commercialization • Developing a support system for TRS and scientists' startups	Ongoing throughout the year	Department of Science and Innovation Commercialization Office	September, December TRS income analysis
6	Risk of Decreased Focus of Scientific Research on Production and Business Needs	Vice-Rector for Science and Innovation	**6.1 Orientation of Scientific Research to Specific Production Needs** • Organizing joint events (makeathons, hackathons, round tables) with partner enterprises to identify current business scientific challenges. • Coordination of scientific activities within cooperation memoranda with enterprises. • Organizing internships for research staff at profile enterprises.	Ongoing throughout the year	Department of Science and Innovation	September, December R&D agreements

ACTION PLAN FOR MANAGING KEY RISKS

No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
			• Conducting scientific research in close cooperation with enterprises. • Integration into scientific-practical consortia uniting scientists and industrialists. • Developing strategic partnerships via joint labs and research centers. • Involving industry representatives as consultants, experts, and reviewers of scientific projects. • Monitoring industrial needs and adjusting scientific directions accordingly. • Joint planning of research and production activities. • Aligning course and diploma topics with production needs • Performing research and development (R&D) on topics relevant to industrial enterprises.			
			6.2 Encouragement of Research Activity • Mentorship programs: creating a system where experienced scientists mentor young researchers. • Promoting scientific activity: events attracting students to scientific careers (festivals, contests, lectures). • Developing entrepreneurial skills: training young researchers in commercialization, startup creation, and business collaboration. • Expanding educational programs: adding courses focused on research skills and project management.	Ongoing throughout the year	Departments Department of Science and Innovation	September, December Information reports
7	Risk of Decline in International Collaborations and Publication Activity of University Faculty	Vice-Rector for Strategic Development and Digitalization	**7.1 Strengthening Information Support and Scientific Image of the University** • Monitoring faculty publication activity and effectiveness of international collaborations. • Developing strategy to expand international cooperation, including signing new agreements, participating in grants and consortia. • Expanding information support for scientific activities. • Promoting the university in international scientific rankings. • Developing incentive systems for publication activity and participation in international research. • Attracting foreign scientists, developing joint research labs and projects.	Ongoing throughout the year	Departments Department of International Cooperation	September, December Strategy for expanding international cooperation

ACTION PLAN FOR MANAGING KEY RISKS

No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
8	Risk of Inadequate Digital Competencies of Staff to Meet Current Requirements	Vice-Rector for Strategic Development and Digitalization	**8.1 Continuous Training and Competency Development** • Developing upskilling programs considering modern digital technologies. • Annual courses and certifications (Coursera, edX, Stepik, etc.). • Expanding use of digital tools in education (Moodle, MS Teams, AI tools). • Gamification of learning, case-methods and simulations. **8.2 Partnership with Industry and Internal Digital Transformation** • Engaging IT companies in course development. • Internal hackathons, digital labs, and interdisciplinary projects. • Internships and experience exchange with tech companies. **8.3 Monitoring and Adapting Digital Competencies** • Digital skills audit of staff. • Creating a digital profile for each faculty member. • Using AI analytics to forecast future competency needs	Ongoing throughout the year	Departments Center for Pedagogical Monitoring Institute of Continuing Education	September, December Information
9	Risk of Decline in Teaching Quality	Vice-Rector for Academic Affairs	**9.1 Faculty Development** • Faculty participation in professional development programs (including pedagogy, digital technologies, international teaching standards). • Training in active learning methods and digital platform usage. • Participation in academic mobility programs and internships (including international) **9.2 Teaching Quality Assessment** • Analysis of various forms of feedback from students and employers. • Internal and external quality assessment (open lessons, self-assessment, accreditation of educational programs) • Consideration of all activities of academic staff in the differentiated remuneration system **9.3 Teaching Workload Control** • Optimization of academic staff workload to reduce overload • Monitoring staff turnover and reasons for dismissal	Ongoing throughout the year	Departments Department of Academic Affairs Center for Pedagogical Monitoring Institute of Continuing Education Administrative and Legal Department HR Department	September, December Information

ACTION PLAN FOR MANAGING KEY RISKS

No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
			• Retention of qualified specialists through a differentiated remuneration system			
10	Risk of decreased employee productivity	Chairman of the Board – Rector	**10.1 1 Development of a motivation program and KPI tracking system** • Implementation of a reward system for HIPO employees. • Development of differentiated motivational packages • Organization of time management training sessions	Throughout the year, ongoing	HR	September, DecemberMotivation program and KPI tracking system
			10.2 Implementation of measures to increase university income from educational, research, and social-educational activities		Board of Directors	September, DecemberInformation on income and labor productivity
11	Risk of outdated material and technical base and its non-compliance with research needs oriented to modern production	Vice-Rector for Research	**11.1 Assessment of the material and technical base condition**			
			11.1.1 Assessment of the current state of the material and technical base • Conducting regular inventories and technical audits. • Identifying outdated and inefficient technologies and equipment. • Analyzing compliance of the current base with modern research and production requirements.	Throughout the year, ongoing	Departments Director of Infrastructure Development	September, DecemberReport
			11.1.2 Development of a strategic modernization plan • Creating multi-year update plans considering priority areas. • Identifying key immediate renewal needs (laboratories, specialized equipment, technologies). • Developing maintenance and modernization plans for existing equipment.	Throughout the year, ongoing	Departments Department of Science and Innovation	September, December Roadmap
			11.2 Creation and development of scientific research infrastructure			
			11.2.1 Attraction of external funding • Searching for and attracting sponsors to increase the share of scientific equipment purchased at their expense. • Developing cooperation with enterprises to increase funding and sponsorship support for departments. • Applying grant support mechanisms and targeted financing.	Throughout the year, ongoing	Departments Department of Science and Innovation	September, December Activities within the Roadmap
			11.2.2 Cooperation with industrial enterprises • Interaction of specialized departments with enterprises.	Throughout the year, ongoing	Departments Department of Science and Innovation	September, December Activities within the Roadmap

ACTION PLAN FOR MANAGING KEY RISKS

No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
			• Organizing joint research projects and implementing their results into production. • Forming working groups for experience exchange and joint determination of modernization priorities.			
12	Risk of decreased student engagement in social and educational activities	Vice-Rector for Social and Educational Work	**12.1 Creating conditions for student engagement** • Supporting student initiatives, forming initiative groups, actively involving students in event organization. • Surveys and feedback through polls and voting, adjusting events based on student interests. • Intellectual games, volunteer actions, sports and creative contests, environmental projects, business games, debates. • Active use of social networks, e-mail newsletters, posters, Telegram channels. • Incentive system for active participation. • Social and psychological support and creating a comfortable environment for student socialization. • Prevention of internet addiction and cyberbullying through seminars and information campaigns. • Professional development of curators by enhancing personnel capacity in educational work. • Development of student self-government, involving students in management and event planning	Throughout the year, ongoing	Department of Youth Policy	September, December Information
13	Risk of internal quality assurance system not meeting international standards	Vice-Rector for Strategic Development and Digitalization	**13.1 Staff professional development** • Searching for and using free online courses on quality management and international standards (ISO 9001, ESG, EFQM, etc.). • Organizing internal seminars and training with participation of the university's most qualified staff. • Regular participation of staff in specialized professional development courses.	At least once a year / annually	Quality Management and Accreditation Center	December Information
			13.2 Improving the Quality Management System (QMS): • Updating QMS documents according to changes in international standards and national requirements. • Developing a comprehensive quality assurance manual. • Conducting regular internal and external quality audits. • Developing and implementing corrective action plans to eliminate identified nonconformities.	Throughout the year	Department of Academic Affairs HR Department	September, December Comprehensive Quality Assurance Manual

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No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
14	Risk of no growth in additional income of faculty members from various types of academic activities	Vice-Rector for Academic Affairs	**14.1 Encouraging faculty participation in additional monetized academic activities** • Defining the reward procedure for developing online courses, mentoring programs, and other scientific-educational initiatives • "Academic Startup" program — support for scientific-educational initiatives with commercial potential. • Encouraging faculty participation in accelerators and scientific competitions.	Throughout the year	Department of Academic Affairs HR Department	September, December Number of academic staff earning income from additional monetized academic activities Number of activities beyond the main workload. Number of projects implemented through own academic initiatives
15	Risk of decrease in the number of commercialized R&D projects at TRL levels 7-9	Vice-Rector for Research	**15.1 Development of scientific activity and mentorship**			
			15.1.1. Activation of scientific work at the department • Monthly meetings on research with doctoral students. • Monitoring of doctoral students' research activity.	Monthly	Departments, Postgraduate Education Management	September, December Report
			15.1.2. Development of mentorship system • Inclusion of master's and doctoral students in scientific schools. • Support of young lecturers by experienced researchers.	Ongoing	Departments, Department of Science and Innovation	September, December Activities of scientific schools
			15.2 Motivational measures for faculty and researchers			
			15.2.1 Organization of scientific support • Creation of a database of successful grant applications for experience sharing and quality improvement. • Implementation of internal reviews of applications before submission.	Ongoing	Department of Science and Innovation	September, December Information on submitted applications
			15.3 Diversification of funding sources			
			15.3.1 Activation of partnership relations • Development of partnerships with businesses, participation in contracts and joint research projects. • Development of professional development programs for external organizations and commercialization of services.	Ongoing	Department of Science and Innovation	September, December Information on potential additional sources of funding
			15.4 Support for development of startup initiatives of faculty, staff, and students, support for commercialization			
			15.4.1 Development of internal innovation ecosystem • Formation of cross-disciplinary project teams. **15.4.2 Optimization of research to meet market demands** • Regular analysis of market needs and technology trends.	Ongoing	Commercialization Office	December Commercialized developments and startup projects

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No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
			• Conducting marketing expertise stage before R&D. • Integration of open innovation elements (joint research with industrial partners). • Creation of university patent and technology registry indicating market potential **15.4.3 Support for entrepreneurial activity of students and researchers** • Implementation of educational programs on innovation management and tech entrepreneurship. • Development of incubators for student startups. • Organization of startup competitions **15.4.4 Strengthening intellectual property and patent policy** • Improvement of university intellectual property management. • Training staff on patenting principles and technology protection. • Introduction of patent activity efficiency indicators. **15.4.5 Promotion and marketing of university technologies** • Launch of a website section showcasing university developments. • Organization of demo days for potential partners and investors			
16	Risk of decline in positions in the QS international ranking	Vice-Rector for Strategic Development and Digitalization	**16.1 Strengthening informational support and scientific image of the university** • Monitoring publication activity and effectiveness of international collaborations. • Expansion of international cooperation, including signing new agreements, participation in grants and consortia. • Expansion of informational support for scientific activities (internal PR, online platform). • Promotion of the university in international scientific rankings. • Development of incentive system for publication activity and participation in international research. • Attraction of foreign scientists, development of joint research laboratories and projects	Ongoing	Departments, International Cooperation Department, Department of Science and Innovation	September, December Strategy for Expanding International Cooperation
			17.1 Strategic Human Resource Planning			

ACTION PLAN FOR MANAGING KEY RISKS

No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
17	Risk of Decline in National Institutional Ranking Among Technical Universities	Vice-Rector for Strategic Development and Digitalization	**17.1.1. Conducting an Analysis of Academic Staff Composition** • Regular monitoring of faculty compliance with educational standards and regulations. • Implementation of long-term plans to increase the proportion of faculty with academic degrees.	Ongoing	Department of Academic Affairs HR Department	September, December Strategy for Increasing Degree Holders
			17.1.2. Conducting an Analysis of Academic Staff Composition • Recruitment of experienced lecturers and young researchers. • Involvement of part-time lecturers from top universities and enterprises. • Implementation of mentorship programs. • Monitoring faculty composition and targeted actions to reduce shortage of degree-holding staff.	Ongoing	HR Department Department of Academic Affairs Department of International Cooperation Center for Pedagogical Monitoring	September, December Progress Report and Effectiveness Evaluation
			17.1.3. Teaching Quality Monitoring • Regular audits of teaching competencies and development of recommendations • Feedback analysis: student and stakeholder satisfaction with teaching quality.	Ongoing	Department of Academic Affairs Center for Pedagogical Monitoring	September, December Progress Report and Effectiveness Evaluation
			17.2 Implementation of the KPI ranking system for departments and faculty staff			
			17.2.1 Implementation of the Comprehensive Development Program (CDP) • Conducting benchmarking and SWOT analysis to identify best practices and weaknesses of the university • Incorporating ranking indicators into the CDP • Ensuring monitoring of the indicators' implementation	Ongoing	Department of Strategic Planning and Quality Assurance	September, December Results of the Comprehensive Development Program Implementation
18	Risk of decline in the graduation cohort for Technical Vocational Education and Training (TVET), Bachelor's, Master's, and Doctoral programs	Vice-Rector for Educational and Social Work	**18.1 Improvement of the Educational Environment**			
			18.1.1 Improvement of Digital Infrastructure • Enhancing the quality of the Wi-Fi network. • Ensuring stable high-speed internet access. • Investing in modern laboratories, platforms, and educational tools.	Ongoing	Department of Academic Affairs Department of Innovative Technologies	September, December Digital Infrastructure
			18.1.2 Implementation of Innovative Teaching Methods • Modernization of educational programs considering current technologies and research.	Ongoing	Department of Academic Affairs Center for Educational Monitoring	September, December Analytical Report

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No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
			• Introduction of interactive teaching methods (project-based learning, case studies, gamification). • Regular analysis of attendance and teaching quality with subsequent recommendations.			
			18.2 Social Support for Students			
			18.2.1 Adaptation of First-Year Students • Launch of tutoring and mentoring programs. • Organization of training sessions on successful learning and adaptation. • Psychological support for students. • Enhancement of social protection for students (provision of housing, paid part-time jobs, benefits).	Ongoing	Department of Youth Policy	September, December Developed Programs, Information about Socially Supported Students
			18.2.2 Monitoring and Support of Students • Regular analysis of reasons for dropout. • Identification of students with low academic performance and organization of additional classes. • Feedback system including sociological surveys.	Ongoing	Department of Academic Affairs	September, December Report on Results
			18.3 Improving the Quality of Graduate Training			
			18.3.1 Aligning the Graduate Training Process with Labor Market Needs • Integration of practice-oriented learning: including practical classes, laboratory work, and project activities focused on real employer tasks into the educational process. • Development of curricula that consistently combine theory and practice. • Increasing the number of internship bases with opportunities for subsequent student employment. • Providing students with opportunities to gain practical experience during their studies. • Organization of professional development and retraining programs. • Development of soft skills: implementation of training and courses on teamwork, communication, time management, critical thinking, and other key competencies.	Ongoing	Departments Department of Academic Affairs	September, December Information on the Work Completed

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No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
			• Continuous analysis of in-demand professions, changes in employer requirements, and necessary competencies.			
			18.3.2 Organizing Career Support for Students • Organizing job fairs, professional conferences, and meetings with employers. • Conducting orientation tours to regional enterprises and organizations. • Strengthening the connection between academic departments and industrial sites.	Ongoing	Departments Career and Professional Development Center	September, December Information on the Work Completed
19	Risk of Non-Compliance with Internal Regulations and Labor Discipline by Academic Staff and Employees	Chairman of the Board – Rector	**19.1 Informational and Educational Measures** • Informational sessions on job responsibilities, internal regulations, and accountability. • Timely communication of updates to internal documentation related to internal regulations and labor discipline.	Ongoing	Administrative and Legal Department	September, December Information on the Work Completed
			19.2 Control and Monitoring of Discipline • Regular checks of class attendance and workload fulfillment. • Monitoring of teaching activity and student feedback. • Supervision of the fulfillment of professional duties.	Ongoing	Administrative and Legal Department	September, December Information on the Work Completed
			19.3 Motivation and Engagement of Staff: • Encouragement of proactive and responsible employees (awards, public recognition). • Involvement of staff in discussions of issues and suggestions for improving internal regulations.	Ongoing	Administrative and Legal Department	September, December Information on the Work Completed
20	Risk of Non-Compliance with Internal Regulations and Labor Discipline by Academic Staff and Employees	Vice-Rector for Research and Innovation	**20.1 Development of Regulations and Management Methodologies:** • Implementation of a KPI system • Development of innovation management methodologies such as Agile, Lean Startup, or Stage-Gate, adapted to the specifics of the university.	Throughout the year	Department of Science and Innovation	September, December Standard
			20.2 Development of Competencies for Project Leaders and Participants: • Organization of training and certification programs for project managers, researchers, and	Throughout the year	HR	September, December Information

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No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
			administrators on modern innovation management methods. • Conducting strategic sessions and workshops for experience sharing and professional development.			
21	Risk of Decrease in the Number of Students Enrolled in Additional Education Programs	Vice-Rector for Academic Affair	**21.1 Demand Analysis and Program Updating** • Monitoring labor market needs and adjusting programs to meet current employer requirements (e.g., joint educational projects with industrial partners). • Conducting surveys among students, graduates, and employers to identify in-demand competencies. • Development of new courses.	Throughout the year	Institute of Continuing Education	September, December List of Courses
			21.2 Increasing Program Attractiveness • Practice-oriented modules (case studies, project-based work). • Personalized learning paths (varied skill levels, individual educational trajectories).	Throughout the year	Institute of Continuing Education	September, December Updated Course Content, Including Teaching Methods and Forms of Instruction
			21.3 Improving Marketing Strategy and Promotion • Development of targeted advertising campaigns (targeted ads, social media promotion, email newsletters, webinars). • Loyalty programs and discounts for university students, alumni, and corporate clients.	Throughout the year	Department of Marketing and PR Institute of Continuing Education	September, December Loyalty Programs and Flexible Pricing Policy
			21.4 Development of Corporate and International Collaboration • Development of corporate educational programs tailored to employer requests. • Implementation of retraining and professional development programs for company employees.	Throughout the year	Institute of Continuing Education	September, December Additional Education Programs Based on Employers' Requests
22	Risk of Non-Compliance with Qualification Requirements	Vice-Rector for Strategic Development and Digitalization	**22.1 Compliance with Requirements** • Regular briefings and training for staff on sanitary standards and fire safety. • Development and updating of internal regulations in accordance with current sanitary standards and fire safety requirements. • Ensuring uninterrupted operation of ventilation systems, fire extinguishing systems, alarms, and emergency lighting.	Ongoing	Director of Infrastructure Development	September, December Information on the Status

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No.	Risk Name	Risk Owner	Activity Description	Implementation Period	Responsible Department	Reporting Deadline & Completion Format
			• Regular inspection and replacement of faulty equipment (electrical wiring, plumbing and sewage systems, ventilation). • Monitoring the condition of evacuation routes (accessibility, absence of obstructions). • Scheduled and unscheduled internal inspections to ensure compliance with sanitary standards and fire safety requirements.			
23	Risk of Administrative, Corruption, and Criminal Violations by Students and Staff	Vice-Rector for Educational and Social Work	**23.1 Implementation of Anti-Corruption Policy** • Compliance with legislation in the field of anti-corruption • Conducting preventive measures according to the plan • Continuous interaction and feedback with students **23.2 Execution of the Legal Awareness Plan**	Ongoing	Compliance Department Legal Department YPD	September, December Information
24	Risk of Employee Motivation Decline Due to Salary Expectation Mismatch	Vice-Rector for Academic Affair	**24.1 Development of Financial Support Measures** • Increasing faculty income through participation in grant and contractual projects, digital educational resources (DER), and professional development courses (PDC). • Revising the criteria for assigning differentiated bonuses, personal allowances, and publication compensations.	Ongoing	Board Department of Science and Innovation	September, December Income of Academic Staff
			24.2 Social and Professional Support • Expanding the social benefits package (discounts, privileges). • Funding internships, conferences, and professional development programs. • Maintaining regular dialogue with faculty to consider their needs and suggestions.	Ongoing	Board	September, December Support Programs

ACTION PLAN FOR MANAGING KEY RISKS

2. Activities within the Risk Management and Internal Control System

No.	Activity	Period	Responsible Unit	Completion Form
1. Formation of Risk Culture among University Staff				
1.	Organization of training on risk management "Risk Management in Higher and Postgraduate Education Organizations" for all categories of university staff	October–November 2025	Center for Sustainable Development, Institute of Continuing Education	Report on the Results of the Survey on Employees' Understanding of the Risk Management Process After Training
2.	Focus group studies with risk owners: analysis of the current state of the organization's risk culture	October–November 2025	Center for Sustainable Development	Analytical Report and Corrective Action Plan to Improve the Level of Risk Culture
2. Integration of Risk Management into the Corporate Governance System				
3.	Assessment of macro-environment factors to identify potential risks (PESTEL)	April–June 2025	Center for Sustainable Development, external experts	Expert assessment of macro-environment factors. Updating the Automated Risk Management System (ARMS)
4.	Working with risk owners to prepare self-reports on risk management and effectiveness of implemented measures	March 2025	Center for Sustainable Development, Risk Owners	Self-reports from risk owners (submission to ARMS)
5.	Monitoring the effectiveness of risk prevention measures by risk owners	July 2025	Center for Sustainable Development	Analytical report; developed recommendations to improve the effectiveness of measures
6.	Analysis of risk owners' self-reports on the effectiveness of risk prevention and response measures. Risk management report for Q1	June 2025	Vice-Rector for Strategic Development and Digitalization, Center for Sustainable Development	Analytical report
7.	Development of an Incident Registry based on analysis of emerging external threats	June 2025	Center for Sustainable Development, Department of Innovative Technologies	Incident registry integrated into ARMS
8.	Addition of ESG risk section to ARMS: adding risk attributes	July–August 2025	Center for Sustainable Development, Department of Innovative Technologies	List of ESG risks in ARMS

ACTION PLAN FOR MANAGING KEY RISKS

9.	Updating plans for risk prevention and response measures	June 2025	Center for Sustainable Development, Risk Owners	Updating ARMS
10.	Monitoring the risk management and internal control system according to internal document requirements	June–July 2025	Center for Sustainable Development	Analytical report and corrective action plan
11.	Reassessment of existing risks based on monitoring results and number of registered incidents	June 2025	Center for Sustainable Development	Analytical report
12.	Risk management report for Q2	September 2025	Vice-Rector for Strategic Development and Digitalization, Center for Sustainable Development	Analytical report
13.	Assessment of macro-environment factors' impact on the Comprehensive Development Program	October 2025	Center for Sustainable Development	Report
14.	Analysis of registered incidents. Evaluation of the effectiveness of preventive measures	November 2025	Center for Sustainable Development	Report
15.	Risk management report for Q3	November 2025	Vice-Rector for Strategic Development and Digitalization, Center for Sustainable Development	Analytical report
16.	Analysis of risk management effectiveness in structural units	December 2025	Center for Sustainable Development	Analytical report on risk management effectiveness assessment in structural units. Updating the risk portfolio of structural units
17.	Risk management report for Q4	December 2025	Vice-Rector for Strategic Development and Digitalization, Center for Sustainable Development	Analytical report