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POLICY RECOMMENDATIONS FOR ENSURING GENDER EQUALITY

Khmelnytskyi National University



Promoting equality,
empowering potential,
building an inclusive
university community



POLICY RECOMMENDATIONS FOR ENSURING GENDER EQUALITY IN HIGHER EDUCATION INSTITUTIONS

1. Executive Summary

These Policy Recommendations for Ensuring Gender Equality were developed within the framework of the international project **3R SheLeader: Resilience, Resourcefulness, and Resultfulness for Women Leaders in Higher Education**, implemented by Khmelnytskyi National University (Ukraine) in partnership with Bangor University (United Kingdom).

This document serves as a roadmap for creating a more inclusive, fair, and supportive environment for learning, work, professional development, and leadership. The recommendations are based on international standards and best practices in the field of gender equality, the findings of the 3R SheLeader project, the strategic priorities of Ukrainian higher education, and the experience of implementing gender equality policies in universities across Ukraine and the United Kingdom.

Gender equality is an essential component of modern university governance, quality assurance in education, human capital development, and institutional resilience. It fosters conditions where all members of the university community have equal opportunities to participate in educational, scientific, innovative, and administrative activities, regardless of gender.

For Ukrainian higher education institutions, the issue of gender equality takes on special significance under the conditions of war, social transformation, and the country's recovery processes. The war has significantly impacted university operations, increased the burden on staff and students, and exacerbated issues related to well-being, mental health, safety, caregiving responsibilities, and professional development. At the same time, it has demonstrated the extraordinary resilience, adaptability, and leadership potential of members of the academic community.

These recommendations are aimed at supporting universities in overcoming existing barriers, strengthening institutional capacity, and integrating the principles of gender equality into all areas of activity.

The document covers the following key areas:

- Institutional commitment to gender equality principles and effective governance;
- Development of women's leadership and professional growth;
- Mentoring, professional support, and networking;
- Ensuring equal opportunities in recruitment, promotion, and career development processes;
- Monitoring, data collection, and gender audits;
- Prevention of discrimination, harassment, and gender-based violence;
- Support for work-life balance, well-being, and flexible forms of work and study;
- Integration of gender equality principles into education, research, and innovation;
- Development of institutional capacity and awareness-raising;



- Engagement of men as allies in promoting gender equality and upholding the principle of shared responsibility;
- Development of partnerships and ensuring continuous improvement.

These recommendations are advisory in nature and can be adapted to the needs, context, and strategic priorities of a specific higher education institution. They do not establish a one-size-fits-all approach to implementing gender equality policies but offer practical guidelines for institutional development and sustainable change.

It is expected that the implementation of these recommendations will contribute to strengthening institutional resilience, enhancing the quality of governance, developing human capital, expanding opportunities for leadership and professional growth, improving the well-being of staff and students, and fostering more inclusive and equitable university communities.

The long-term vision underlying these recommendations is the creation of a university where the principles of gender equality are integrated into governance, leadership, educational activities, research, innovation, and organizational culture. Such a university is characterized by fairness, openness, innovation, resilience, and shared responsibility, and it creates conditions for realizing the potential of every individual and their active participation in the development of the university and society.



2. Background and Rationale

Gender equality is a fundamental principle of a democratic society, human rights, and sustainable development. Within higher education, it serves as a critical prerequisite for ensuring equal opportunities, enhancing the quality of education and research, promoting effective governance, and fully leveraging human potential.

Over the past decades, the issue of gender equality has gained particular prominence in international educational and scientific policy. The United Nations, the Council of Europe, the European Union, and other international organizations emphasize the necessity of integrating gender equality principles into all spheres of social life, particularly in higher education, science, and innovation.

Higher education institutions (HEIs) play a crucial role in shaping a more equitable and inclusive society. They do not merely train future professionals, leaders, and citizens; they also mold social values, produce new knowledge, and drive social change. For this reason, universities must lead by example in ensuring equal opportunities, respecting diversity, and practicing inclusive governance.

Despite significant progress in the field of gender equality, many countries around the world, including Ukraine, continue to face challenges related to the unequal representation of women and men in leadership positions, gender stereotypes, horizontal and vertical segregation, the unequal distribution of caregiving responsibilities, and barriers to professional and career development.

In the Ukrainian higher education system, increased attention has been paid to gender equality in recent years. This is reflected in national legislation, state strategies, policies of the Ministry of Education and Science of Ukraine, the implementation of gender audits, the development of gender equality plans, and the execution of relevant institutional measures.

At the same time, the full-scale war waged by the Russian Federation against Ukraine has created new challenges for the university community. Displacement of the population, separation of families, increased psychological stress, security risks, the necessity of balancing professional duties with family care, and adaptation to new working and learning conditions have significantly impacted the functioning of HEIs.

Under these circumstances, issues of gender equality are closely linked to institutional resilience, well-being, inclusive leadership, and human capital development. Ensuring equal opportunities and supporting diverse groups within the university community are vital factors in preserving personnel potential, increasing organizational effectiveness, and strengthening the capacity of universities to respond to crisis challenges.

These Policy Recommendations for Ensuring Gender Equality were developed taking into account international and national regulatory documents, modern research, best European practices, and the experience gained within the international project **3R SheLeader**.

The document is based, in particular, on:

- The UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW);

- The UN 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs);
- European Union legislation and policies on gender equality;
- The Law of Ukraine "On Ensuring Equal Rights and Opportunities for Women and Men";
- The State Strategy for Ensuring Equal Rights and Opportunities for Women and Men for the period up to 2030;
- The Strategy for Implementing Gender Equality in Education until 2030;
- Recommendations of the Ministry of Education and Science of Ukraine on ensuring gender equality in educational institutions;
- Results of gender audits and research in the field of higher education;
- Institutional documents of Khmelnytskyi National University and Bangor University;
- Results and findings of the 3R SheLeader project.

The purpose of this document is to provide practical recommendations for developing and improving gender equality policies, creating an inclusive educational and professional environment, supporting leadership, fostering human capital development, and ensuring sustainable institutional growth.

These proposed recommendations take into account the diversity of institutional contexts and are designed to be adapted according to the mission, strategic priorities, resources, and specific needs of individual institutions.

3. THE 3R SHELEADER PROJECT AND ITS CONTRIBUTION TO THE DEVELOPMENT OF THE RECOMMENDATIONS

These Policy Recommendations for Ensuring Gender Equality were developed within the framework of the international project **3R SheLeader: Resilience, Resourcefulness, and Resultfulness for Women Leaders in Higher Education**. The project was implemented by Khmelnytskyi National University (Ukraine) in partnership with Bangor University (United Kingdom) with the support of the British Council's Gender Equality Partnerships program.

The project was aimed at supporting the development of women's leadership in higher education, strengthening the institutional capacity of universities to ensure gender equality, and creating conditions for a more inclusive and equitable academic environment.

The project was built upon the **3R model**, which integrates three key components of effective leadership:

- **Resilience:** The ability to act effectively under conditions of uncertainty, crises, and change.
- **Resourcefulness:** The skill of finding solutions, leveraging opportunities, and mobilizing available resources.
- **Resultfulness:** The capacity to achieve set goals and ensure positive change at both individual and institutional levels.

The project was implemented amidst unprecedented challenges for the Ukrainian higher education system caused by the consequences of the full-scale war. In this context, issues of leadership, resilience, well-being, support for professional development, and ensuring equal opportunities became particularly significant.

Within the project, a complex of interconnected activities was implemented, aimed at developing leadership potential, raising awareness about gender equality, and fostering a more inclusive university culture.

Key areas of activity included:

- Conducting research and data collection regarding the experiences and needs of university community members;
- Organizing educational events, trainings, and workshops on developing leadership competencies;
- Supporting mentorship and professional experience exchange;
- Facilitating dialogue on gender equality and inclusive leadership;
- Engaging men as allies in promoting gender equality;
- Studying and adapting best international practices;
- Strengthening cooperation between Ukrainian and British partners.

One of the project's significant outcomes was the research conducted, which provided a deeper understanding of the challenges related to gender equality, professional development, leadership, and organizational culture in higher education institutions.

Of particular value was the study of the perspectives of both women and men regarding leadership, equal opportunities, professional development, and institutional support.

The results confirmed the importance of fostering shared responsibility for promoting gender equality and the necessity of involving the entire university community in the processes of positive change.

The project also contributed to the development of professional networks, the strengthening of international partnerships, and the exchange of experience between universities in Ukraine and the United Kingdom.

The project results demonstrated that effective promotion of gender equality requires not only formal policies and procedures but also the development of an inclusive organizational culture, leadership support, the creation of opportunities for professional growth, and the active participation of all members of the university community.

These recommendations serve as one of the key outputs of the **3R SheLeader** project and reflect the acquired knowledge, practical experience, research findings, and developments of the partners.

The document is intended to ensure the sustainability of the achieved results, support the further development of gender equality policies, and facilitate the implementation of positive changes in higher education institutions in Ukraine.

The experience of the **3R SheLeader** project demonstrates that partnership, institutional leadership, data-driven decision-making, human capital development, and continuous improvement are critical factors in ensuring gender equality and the sustainable development of a modern university.



4. KEY PRINCIPLES OF THE GENDER EQUALITY POLICY RECOMMENDATIONS

The recommendations presented in this document are based on a set of fundamental principles that reflect international standards, European approaches, national priorities, and the experience gained within the 3R SheLeader project.

These principles form the foundation for developing and implementing policies, practices, and management decisions aimed at ensuring gender equality, developing inclusive leadership, and strengthening the institutional capacity of higher education institutions.

4.1. Equal Opportunities

All members of the university community must have equal opportunities to participate, develop professionally, advance their careers, and realize their potential regardless of gender. Processes for recruitment, promotion, leadership development, professional improvement, and decision-making must be based on the principles of fairness, transparency, and professional competence.

4.2. Inclusivity and Respect

The university must create an environment in which every individual is treated with respect, dignity, and fairness. The university must actively develop an inclusive organizational culture that values diversity, encourages participation, and fosters a sense of belonging to the university community.

4.3. Inclusive Leadership

Leadership should be viewed as an inclusive process that involves considering diverse perspectives, shared responsibility, and collegial decision-making. The university must support the development of leadership potential for both women and men, ensuring equal access to leadership opportunities at all levels of institutional governance.

4.4. Data-Driven Decision-Making

Policies and initiatives in the field of gender equality must be based on reliable data, monitoring results, and evidence. The university must establish mechanisms for the collection, analysis, and gender-disaggregated use of data to support strategic planning, progress evaluation, and continuous improvement.

4.5. Institutional Responsibility

Gender equality is a shared institutional responsibility, not a task for a single department or group of individuals. University management, academic staff, administrative personnel, students, and governing bodies must work together to foster a fair and inclusive educational environment.

4.6. Partnership and Shared Participation

Achieving sustainable progress in gender equality requires cooperation and the active involvement of all members of the university community.

The university must encourage dialogue, interaction, and mutual support between staff and students, recognizing the important role of men as allies in promoting gender equality and developing inclusive leadership.

4.7. Resilience and Well-being

The university must recognize the importance of staff and student well-being as a necessary prerequisite for effective participation in educational, scientific, and administrative activities.

Special attention should be paid to supporting individuals affected by crisis situations, war, forced displacement, those with significant caregiving responsibilities, or those facing other factors that may limit their participation and professional development.

4.8. Gender Equality in Times of Crisis and Recovery

The university must integrate a gender perspective into its crisis response, post-crisis recovery, and institutional resilience processes.

In the context of Ukraine's recovery, gender equality must be viewed as an important factor in strengthening institutional capacity, effective leadership, social cohesion, and sustainable development.

4.9. Human-Centric Development

The university must implement human-centric approaches that recognize the value, potential, and contribution of every member of the university community.

Principles of gender equality must be integrated into broader processes of human capital development, strengthening organizational culture, and supporting personal and professional growth.

4.10. Innovation and Digital Transformation

The university must leverage digital technologies and innovative approaches to support gender equality, expand access to opportunities, improve communication, and strengthen data-driven decision-making systems.

Digital tools can be used for monitoring, reporting, training, and assessing progress in the areas of gender equality, diversity, and inclusion.

4.11. Sustainability and Continuous Improvement

Gender equality should be integrated into the long-term development of the higher education institution, rather than being treated as a separate, short-term initiative.

The university must regularly review its policies and practices, evaluate progress, identify new challenges, and continuously improve its approaches to ensuring equality, diversity, and inclusion.

Taken together, these principles form the basis for creating a more inclusive, fair, resilient, and future-oriented university capable of effectively responding to modern challenges and seizing new development opportunities.



5. KEY CHALLENGES IN ENSURING GENDER EQUALITY IN HIGHER EDUCATION

In recent years, Ukrainian higher education institutions have achieved significant progress in implementing the principles of gender equality. Gender equality plans are being developed, gender audits are being conducted, institutional policies are being improved, and opportunities for professional development and leadership are expanding.

At the same time, the results of national and international research indicate that a number of challenges remain relevant and require systematic attention from universities, government authorities, and other stakeholders. Acknowledging these challenges is a vital prerequisite for formulating effective policies, making evidence-based decisions, and ensuring sustainable institutional development.

5.1. Underrepresentation of Women in Certain Leadership Positions

Despite the increasing participation of women in the higher education system, their representation at certain levels of management and in some strategic decision-making spheres remains uneven.

In many cases, women are less represented in top executive positions or within specific collegial governing bodies.

This can limit the diversity of decision-making approaches and narrow opportunities to leverage the full potential of the university community.

5.2. Horizontal and Vertical Gender Segregation

Higher education continues to experience manifestations of horizontal and vertical gender segregation.

Horizontal segregation is reflected in the uneven representation of women and men across various fields of study and professional sectors.

Vertical segregation is linked to disparities in the representation of women and men at different levels of professional and career advancement.

These trends can affect professional opportunities, access to leadership positions, and participation in decision-making processes.

5.3. Gender Stereotypes and Biases

Despite positive changes in society, gender stereotypes and unconscious biases can continue to influence the educational environment, professional expectations, and career trajectories.

Such attitudes may impact the choice of educational programs, participation in leadership initiatives, professional self-determination, and the perception of roles for women and men in various spheres of activity.

Overcoming these stereotypes requires long-term awareness-raising efforts and the formation of an inclusive organizational culture.

5.4. Barriers to Professional and Career Development

Members of the university community may face various factors that hinder their professional development and career growth.



Such factors include limited access to professional support networks, a lack of visible role models, an uneven distribution of professional workloads, or difficulties in balancing professional and family responsibilities.

Creating equal opportunities for development and promotion is an essential condition for the effective use of a university's human capital.

5.5. Balancing Professional, Family, and Caregiving Responsibilities

For many staff and students, balancing professional duties, studies, and family responsibilities remains a significant challenge.

This issue gains particular urgency in the context of the war, as the burden related to childcare, care for the elderly, support for family members, and managing numerous household and safety-related issues increases significantly.

A lack of attention to these factors can negatively affect the well-being, professional development, and engagement levels of both staff and students.

5.6. Well-being, Mental Health, and Professional Burnout

The challenges of recent years have brought special attention to issues of well-being, mental health, and professional burnout within the academic environment.

Increased workloads, prolonged uncertainty, security risks, and the need to adapt to change can have a detrimental effect on staff and students.

Supporting well-being and fostering a healthy organizational environment are becoming essential components of modern university policy.

5.7. Insufficient Awareness of Gender Equality Issues

The level of understanding regarding issues of gender equality, diversity, and inclusion can vary significantly among different groups within the university community.

Insufficient awareness sometimes leads to a misunderstanding of the goals of gender equality policies, the formation of misconceptions, or a low level of engagement in relevant initiatives.

Increasing awareness and developing competencies are vital prerequisites for successful institutional change.

5.8. Limited Data and Assessment Tools

Effective planning and evaluation of gender equality policies require the availability of high-quality data and monitoring tools.

Not all higher education institutions have sufficient experience in collecting, analyzing, and using gender-disaggregated data for management decision-making.

Further development of monitoring systems will facilitate more informed and effective institutional planning.

5.9. Challenges Related to the War and the Recovery of Ukraine

The full-scale war has created additional challenges for ensuring gender equality in higher education.

The displacement of staff and students, changes in employment structures, increased caregiving duties, security risks, and the need to adapt to new conditions impact the functioning of universities and must be considered when forming policies and management decisions.

At the same time, the process of Ukraine's recovery opens up opportunities to build more inclusive, equitable, and resilient educational institutions.

Conclusion

Despite these challenges, Ukrainian higher education institutions demonstrate significant potential for further development and improvement of their gender equality policies.

Recognizing existing problems, using an evidence-based approach, developing institutional capacity, and involving the entire university community create the necessary conditions for forming a more inclusive, fair, and competitive higher education environment.

The experience of the 3R SheLeader project confirms that combining resilience, resourcefulness, and resultfulness, developing leadership, fostering international partnerships, and making data-driven decisions can be key factors in driving positive institutional change and the sustainable development of universities.



6. STRATEGIC GOALS OF THE GENDER EQUALITY POLICY RECOMMENDATIONS

The purpose of these Policy Recommendations for Ensuring Gender Equality is to support Khmelnytskyi National University in creating a more inclusive, fair, resilient, and future-oriented educational environment.

The recommendations are aimed at strengthening the university's institutional capacity, developing human capital, improving the governance system, and creating conditions for the full participation of all members of the university community in educational, scientific, innovative, and administrative activities.

Achieving gender equality is viewed not as a separate area of activity, but as an integral part of long-term institutional development, quality assurance in education, leadership development, and the strengthening of organizational culture.

6.1. Strengthening Institutional Commitment to Gender Equality Principles

Promote the integration of gender equality principles into the governance system, strategic planning, internal quality assurance of education, and the institutional development of higher education institutions.

The university must view gender equality as a critical factor for effective governance, improving the quality of management decisions, and ensuring sustainable development.

6.2. Developing Inclusive Leadership

Facilitate the formation of inclusive leadership and expand opportunities for both women and men to participate in decision-making processes and university development management.

Special attention must be paid to creating conditions for the development of leadership potential, professional growth, and the preparation of future academic leaders.

6.3. Ensuring Equal Opportunities for Professional Development

Promote the creation of fair and transparent conditions for professional development, career advancement, participation in research activities, international cooperation, and academic leadership.

All members of the university community must have the opportunity to realize their potential in accordance with their competencies, professional interests, and aspirations.

6.4. Developing Human Capital and Supporting Talent

Promote the development of human capital by creating conditions for education, professional improvement, mentoring, exchange of experience, and talent support.

The university must create an environment that encourages self-realization, professional development, and the effective use of every individual's potential.

6.5. Fostering a Safe, Inclusive, and Supportive Environment

Promote the development of an organizational culture based on respect, dignity, equal opportunities, and mutual support.

The higher education institution must ensure conditions in which staff and students feel protected, engaged, and valued as members of the university community.

6.6. Supporting Well-being and Resilience



Promote the creation of conditions to support the well-being, mental health, and resilience of staff and students.

Special attention must be paid to developing support mechanisms during crisis situations, times of uncertainty, and post-crisis recovery.

6.7. Integrating Gender Equality into Education, Research, and Innovation

Promote the inclusion of gender equality principles in educational activities, scientific research, innovation processes, and international cooperation.

Integrating a gender perspective helps improve the quality of education and research, expands the spectrum of approaches to solving societal challenges, and strengthens the competitiveness of universities.

6.8. Developing Institutional Capacity and a Culture of Continuous Improvement

Promote the development of mechanisms for monitoring, evaluation, data analysis, and evidence-based decision-making.

The university must constantly improve its policies and practices, adapting them to new challenges, social changes, and strategic priorities.

6.9. Strengthening Partnerships and International Cooperation

Promote the development of cooperation between higher education institutions, international partners, professional networks, non-governmental organizations, and other stakeholders.

Partnerships create opportunities for sharing experience, developing innovative approaches, and disseminating best practices in the field of gender equality.

6.10. Promoting Sustainable Development and Post-War Recovery

Support the higher education institution's contribution to the processes of sustainable development and the recovery of Ukraine by ensuring equal opportunities, developing human potential, and strengthening social cohesion.

Gender equality must be viewed as an important factor in forming a more just, inclusive, and resilient society.

Conclusion

The strategic goals outlined in these recommendations are intended to support the long-term institutional development of the higher education institution and create conditions for the realization of the potential of every member of the university community.

Their achievement will contribute to the strengthening of governance, the development of human capital, the formation of an inclusive organizational culture, the enhancement of the quality of education and research, and the reinforcement of the role of universities as drivers of positive social change.



7. RECOMMENDATIONS ON POLICY TO ENSURING GENDER EQUALITY

- 7.1. Institutional commitment to gender equality principles and governance**
- 7.2. Development of women’s leadership**
- 7.3. Mentoring, professional support, and networking**
- 7.4. Gender equality in recruitment, promotion, and career development processes**
- 7.5. Monitoring, data collection, and gender audits**
- 7.6. Prevention of discrimination, harassment, and gender-based violence**
- 7.7. Work-life balance, well-being, and flexible forms of work and study**
- 7.8. Gender equality in education, research, and innovation**
- 7.9. Development of institutional capacity and awareness-raising**
- 7.10. Men as allies and shared responsibility**
- 7.11. Partnership and continuous improvement**

7.1. Institutional commitment to gender equality principles and governance

Effective promotion of gender equality requires clear institutional commitment, a strategic vision, and appropriate governance mechanisms. At Khmelnytskyi National University, gender equality is viewed not as a separate area of activity, but as an integral component of the governance system, strategic development, quality assurance in education, and organizational culture.

Integrating gender equality principles into all areas of university activity will contribute to more effective use of human capital, improvement of management decisions, strengthening of institutional resilience, and the creation of an inclusive academic environment.

Recommendation 1: Leadership and Institutional Support

Khmelnytskyi National University will provide consistent support for the principles of gender equality at all levels of management.

The Rector, Vice-Rectors, Deans, heads of structural units, the Academic Council, and other governing bodies will promote the integration of gender equality principles into processes of strategic planning, decision-making, and institutional development.

Open support from leadership will foster an organizational culture based on equality, respect, mutual support, and inclusivity.

Recommendation 2: Integration of Gender Equality into Strategic Documents

The university will integrate gender equality principles into strategic documents, policies, action plans, and other regulatory documents.

Gender equality will be considered an important component of human capital development, quality assurance in education, organizational culture, and long-term institutional development.

Recommendation 3: Implementation of the Gender Equality Plan

Khmelnytskyi National University will ensure the implementation, periodic updating, and improvement of the Gender Equality Plan in accordance with the university's strategic priorities and the current needs of the university community.

The Gender Equality Plan must contain clearly defined goals, areas of activity, performance indicators, and mechanisms for monitoring progress.

Recommendation 4: Support for Coordination Mechanisms

The university will support the activities of the Gender Equality Commission as the primary consultative and advisory body for coordinating activities in the field of gender equality.

The Commission will facilitate interaction between structural units, support the implementation of relevant policies, and ensure the coordination of gender equality initiatives.

Recommendation 5: Engaging the University Community

Khmelnytskyi National University will promote the involvement of staff and students in the development, implementation, and evaluation of gender equality policies and measures.

It is advisable to involve representatives of faculties, departments, student government, the Council of Young Scientists, administrative units, and other stakeholders in these processes.

This approach will foster a culture of shared responsibility and increase the effectiveness of institutional changes.

Recommendation 6: Ensuring Transparency and Accountability

The university will ensure the openness and transparency of processes related to the implementation of the gender equality policy.

Information regarding priorities, measures, results, and achievements will be disseminated through available internal and external communication channels in accordance with legal requirements and internal regulations.

Recommendation 7: Integration of Gender Equality into the Internal Quality Assurance System

Khmelnytskyi National University will incorporate gender equality principles within its internal quality assurance system and mechanisms for institutional development.

Relevant approaches will be integrated into processes of evaluation, monitoring, strategic planning, and the improvement of educational activities.

Recommendation 8: Data-Driven Decision-Making

The university will use the results of monitoring, research, consultations, and other available data to formulate policies and make decisions in the field of gender equality.

An evidence-based approach will facilitate more effective planning, prioritization, and evaluation of the effectiveness of implemented measures.

Recommendation 9: Culture of Continuous Improvement

Khmelnytskyi National University will view the promotion of gender equality as a continuous process of institutional development.

The university will regularly analyze the effectiveness of its policies and practices, take new challenges into account, and use the experience gained to further improve its approaches to ensuring gender equality.

Expected Result

The implementation of these recommendations will contribute to the formation of a sustainable institutional foundation for ensuring gender equality at Khmelnytskyi National University, strengthening the governance system, improving the effectiveness of management processes, and developing an inclusive organizational culture.

Integrating gender equality principles into the strategic management and institutional development system will allow the university to use human capital more effectively, improve the quality of management decisions, strengthen institutional resilience, and reinforce its role as a modern European university.

7.2. Development of Women's Leadership

Developing women's leadership is a crucial component of ensuring gender equality, developing human capital, and strengthening the institutional capacity of Khmelnytskyi National University.

The university recognizes the importance of creating conditions for the development of women's leadership potential, supporting their professional growth, and expanding opportunities for participation in management, decision-making, as well as educational, scientific, international, and public activities.

Supporting women's leadership will contribute to the formation of a more diverse and inclusive environment, improve the quality of management decisions, and ensure the full utilization of the university community's potential.

Recommendation 1: Support for Leadership Competency Development

Khmelnytskyi National University will promote the development of women's leadership competencies at all stages of their professional careers.

The university will support the participation of female staff in professional development programs, trainings, seminars, international projects, academic mobility programs, and other initiatives aimed at developing leadership skills.

Recommendation 2: Ensuring Equal Access to Leadership Opportunities

The university will strive to ensure equal, open, and transparent access to opportunities related to leadership, professional development, and participation in decision-making processes.

The formation of working groups, commissions, advisory bodies, and other structures will be carried out based on principles of openness, fairness, and professional competence.

Recommendation 3: Building a Talent Pool

Khmelnytskyi National University will support the formation of a talent pool and create conditions for training future leaders of the university community.

Special attention will be paid to developing managerial competencies, strategic thinking, communication skills, teamwork, and decision-making.

Recommendation 4: Supporting Professional Confidence and Self-Realization

The university will support initiatives aimed at developing professional confidence, self-presentation, effective communication, negotiation, public speaking, and strategic planning skills.

Such measures will facilitate more active participation of women in professional activities and institutional development processes.

Recommendation 5: Promoting Successful Role Models

Khmelnytskyi National University will support the highlighting and promotion of examples of successful women’s leadership in education, science, international activities, innovation, and management.

Promoting positive examples will contribute to the formation of a culture of equal opportunities, stimulate motivation, and support professional ambitions among staff and students.

Recommendation 6: Developing International Cooperation and Professional Networks

The university will encourage women’s participation in international projects, professional networks, conferences, partnership initiatives, and other forms of international interaction.

Such opportunities will contribute to competency development, the expansion of professional contacts, and the exchange of experience.

Recommendation 7: Considering Diverse Professional Experiences and Career Trajectories

Khmelnytskyi National University will recognize the diversity of professional experiences, life circumstances, and career trajectories of its staff.

Approaches to professional development and promotion will take into account the need to create fair opportunities for every individual to realize their potential.

Recommendation 8: Integrating Women’s Leadership Development into Human Capital Management

Support for women’s leadership will be integrated into broader processes of human capital development, HR policy, strategic planning, and the organizational development of the university.

This approach will ensure the systemic, sustainable, and long-term nature of these initiatives.

Recommendation 9: Utilizing Monitoring and Research Results

The university will use the results of research, consultations, monitoring, and other data sources to evaluate the effectiveness of measures aimed at developing women’s leadership.

The findings will be taken into account during the further improvement of policies, professional development programs, and management decisions.

Expected Result

The implementation of these recommendations will contribute to the development of women’s leadership potential at Khmelnytskyi National University, expand opportunities for professional and career growth, strengthen human resources, and foster inclusive governance.



Supporting women's leadership will enable the university to utilize its human capital more fully, improve the quality of management decisions, strengthen institutional resilience, and form a modern academic environment based on the principles of equal opportunity, partnership, and mutual respect.

7.3. Mentoring, Professional Support, and Networking

Mentoring, professional support, and the development of professional networks are essential tools for human capital development, knowledge transfer, supporting professional growth, and building leadership potential.

Khmelnytskyi National University recognizes the importance of creating a supportive environment where staff and students can receive professional support, exchange experience, develop competencies, and expand professional contacts.

Cultivating a culture of mutual support and collaboration will contribute to strengthening the organizational culture, increasing the engagement of staff and students, and supporting long-term institutional development.

Recommendation 1: Development of Mentoring Initiatives

Khmelnytskyi National University will support the development of mentoring initiatives for staff and students.

Mentoring can be used as a tool for professional adaptation, career development, building leadership competencies, and facilitating knowledge transfer between generations of the academic community.

Recommendation 2: Supporting Professional Development at Different Career Stages

The university will promote the creation of opportunities for the professional development of staff at various stages of their careers.

Special attention will be paid to supporting young scientists, young faculty members, staff transitioning to new positions, and individuals returning to professional activities after a long break.

Recommendation 3: Facilitating the Exchange of Experience and Knowledge

Khmelnytskyi National University will support a culture of sharing experience, knowledge, and best practices among structural units, faculties, and individual members of the university community.

Seminars, professional meetings, internal forums, thematic events, and other forms of professional interaction may be used for this purpose.

Recommendation 4: Supporting Professional Networks

The university will encourage staff and students to participate in professional, academic, and scientific networks at the national and international levels.

Participation in such networks will facilitate the exchange of experience, the development of professional contacts, the dissemination of best practices, and the enhancement of the university's academic reputation.

Recommendation 5: Developing Inter-University Cooperation

Khmelnytskyi National University will support the development of cooperation with Ukrainian and international higher education institutions for the purpose of exchanging experience in leadership, gender equality, professional development, and institutional improvement.



Such partnerships will facilitate the implementation of innovative approaches and strengthen the university's international integration.

Recommendation 6: Supporting Informal Mutual Aid Networks

The university will recognize the value of informal professional networks and mutual support initiatives among staff and students.

Such networks can facilitate the adaptation of new team members, support professional development, and foster a favorable psychological climate.

Recommendation 7: Ensuring Accessibility of Participation Opportunities

Khmelnytskyi National University will strive to ensure equal access to mentoring programs, professional development, and networking opportunities for all members of the university community.

Special attention will be paid to removing barriers that may limit the participation of specific groups of staff or students.

Recommendation 8: Using Digital Tools for Professional Interaction

The university will use digital technologies to support professional communication, mentoring, the exchange of experience, and the development of professional networks.

Digital tools can help expand access to professional development opportunities regardless of the participants' location.

Recommendation 9: Evaluating the Effectiveness of Mentoring and Professional Initiatives

Khmelnytskyi National University will periodically evaluate the effectiveness of mentoring programs, professional networks, and other forms of professional support.

The evaluation results will be used to improve relevant initiatives and increase their efficiency.

Expected Result

The implementation of these recommendations will contribute to the formation of a culture of professional support, mutual learning, and collaboration at Khmelnytskyi National University.

The development of mentoring, professional networks, and support mechanisms will strengthen the university's human capital, foster leadership competencies, increase professional motivation and engagement among staff and students, and enhance the institution's resilience and international competitiveness.

7.4. Gender Equality in Recruitment, Promotion, and Career Development Processes

Khmelnytskyi National University recognizes that fair, transparent, and objective processes for recruitment, professional development, and career advancement are essential prerequisites for ensuring gender equality, effectively utilizing human capital, and developing institutional capacity.

The university strives to create conditions where all staff have equal opportunities for professional development and career growth in accordance with their competencies, achievements, and professional potential.

Recommendation 1: Ensuring Transparency of HR Processes



Khmelnytskyi National University will ensure the openness and transparency of procedures for recruitment, appointment, promotion, and professional development.

Information about vacancies, competitions, professional development opportunities, and evaluation criteria must be accessible to all interested parties in accordance with current legislation and the university's internal regulations.

Recommendation 2: Using Objective Evaluation Criteria

The university will promote the use of clear, understandable, and objective criteria when making HR decisions.

Professional competencies, achievements, work experience, and performance results must remain the primary criteria for evaluating candidates.

Recommendation 3: Ensuring Equal Access to Professional Development Opportunities

Khmelnytskyi National University will strive to ensure equal access for staff to professional training programs, international projects, internships, academic mobility, professional networks, and other professional development opportunities.

Special attention will be paid to creating conditions that allow for balancing professional development with family and caregiving responsibilities.

Recommendation 4: Accounting for Diverse Professional Experience

The university will recognize that the professional paths of staff may differ depending on life circumstances, family responsibilities, or other factors.

When evaluating professional achievements, it is advisable to take into account individual professional contexts and the diversity of career trajectories.

Recommendation 5: Supporting Career Planning

Khmelnytskyi National University will promote the development of career planning and professional counseling mechanisms.

Staff should have the opportunity to receive information regarding requirements for professional growth, competency development, and career advancement opportunities.

Recommendation 6: Developing a Talent Pool

The university will support the formation of a talent pool and create opportunities for training future managers and leaders of the university community.

Developing a talent pool will facilitate management continuity and sustainable institutional development.

Recommendation 7: Increasing Awareness of Unconscious Biases

Khmelnytskyi National University will promote awareness among staff regarding the impact of unconscious biases on recruitment, evaluation, and promotion processes.

Developing relevant competencies will help ensure a more objective and fair approach to HR decisions.

Recommendation 8: Monitoring HR Processes

The university will periodically analyze data related to HR processes to identify potential barriers and evaluate the effectiveness of implemented approaches.

The results obtained will be used to improve HR policy and support evidence-based decision-making.

Recommendation 9: Integrating Gender Equality Principles into HR Policy

Khmelnytskyi National University will integrate gender equality principles into existing HR policies, procedures, and personnel management practices.

This approach will contribute to creating a fairer, more inclusive, and more effective work environment.

Expected Result

The implementation of these recommendations will contribute to ensuring transparent and fair processes for recruitment, professional development, and career advancement at Khmelnytskyi National University.

Improving HR policy will allow the university to utilize its human capital more effectively, support the professional development of staff, strengthen its personnel potential, and form a modern organizational culture based on the principles of equal opportunity, professional competence, and mutual respect.

7.5. Monitoring, Data Collection, and Gender Audits

Effective gender equality policy must be based on reliable data, regular monitoring, and systematic analysis of achieved progress.

Khmelnytskyi National University recognizes the importance of using an evidence-based approach to planning, implementing, and evaluating gender equality initiatives.

Data collection and analysis allow for the identification of existing challenges, assessment of policy effectiveness, informed management decision-making, and continuous improvement of institutional practices.

Recommendation 1: Development of a Gender Equality Monitoring System

Khmelnytskyi National University will support the development of a system for monitoring indicators related to gender equality.

Monitoring will be carried out within existing management mechanisms and internal quality assurance of education, taking into account the university's needs and the requirements of current legislation.

Recommendation 2: Use of Gender-Disaggregated Data

The university will strive to use gender-disaggregated data when analyzing HR processes, professional development, participation in management, educational activities, research, and other areas.

Such data will facilitate a deeper understanding of trends and the identification of potential barriers.

Recommendation 3: Regular Gender Analysis

Khmelnytskyi National University will periodically analyze the state of gender equality based on available data, survey results, consultations, and other information sources.



The results will be used to plan further measures and improve institutional policies.

Recommendation 4: Conducting Gender Audits

The university will support the practice of conducting gender audits as a tool for the comprehensive assessment of institutional policies, procedures, and practices.

Gender audits may be conducted in accordance with national recommendations and methodological approaches developed by the Ministry of Education and Science of Ukraine and other authorized bodies.

Recommendation 5: Use of Surveys and Consultations

Khmelnytskyi National University will take into account the opinions of staff and students when evaluating the effectiveness of gender equality policies.

Surveys, focus groups, consultations, public discussions, and other feedback mechanisms may be used.

Special attention will be paid to considering the experiences of different groups within the university community.

Recommendation 6: Ensuring Confidentiality and Data Protection

The collection, storage, and use of information will be carried out in accordance with the requirements of Ukrainian legislation regarding the protection of personal data and the principles of ethical information use.

The university will ensure the confidentiality of participants in surveys and other research activities.

Recommendation 7: Using Monitoring Results for Decision-Making

Khmelnytskyi National University will use the results of monitoring, gender analysis, and audits to improve policies, action plans, and management practices.

Data-driven decision-making will promote more efficient resource utilization and the achievement of the university's strategic goals.

Recommendation 8: Integration of Gender Indicators into the Internal Quality Assurance System

The university will gradually integrate relevant indicators and assessment mechanisms into the system of internal quality assurance of education and institutional development.

This approach will facilitate the systemic inclusion of gender equality principles in the university's planning, monitoring, and evaluation processes.

Recommendation 9: Dissemination of Results and Awareness-Raising

Khmelnytskyi National University will promote the dissemination of summarized monitoring and gender analysis results among the university community.

Informing stakeholders about progress, challenges, and future development directions will foster a culture of transparency, accountability, and shared responsibility.

Expected Result

The implementation of these recommendations will contribute to the formation of a systematic approach to monitoring and evaluating gender equality at Khmelnytskyi National University.

Using an evidence-based approach, gender-disaggregated data, gender audit results, and feedback from the university community will enhance the effectiveness of management decisions, ensure continuous policy improvement, and strengthen the university's institutional capacity in the field of gender equality.

7.6. Prevention of Discrimination, Harassment, and Gender-Based Violence

Khmelnytskyi National University strives to ensure a safe, respectful, and inclusive environment for learning, work, research, and professional development.

The university recognizes that any form of discrimination, harassment, bullying, mobbing, sexual harassment, gender-based violence, or other forms of disrespectful behavior is incompatible with the community's values and can negatively impact well-being, academic success, professional growth, and organizational culture.

Forming a culture of mutual respect, dignity, and responsibility is an essential component of gender equality and the development of a modern university.

Recommendation 1: Support for a Culture of Respect and Dignity

Khmelnytskyi National University will support an organizational culture based on respect for human dignity, equal opportunities, professional ethics, and mutual responsibility.

All members of the university community must contribute to forming a safe and supportive environment free from discrimination and disrespectful behavior.

Recommendation 2: Improvement of Internal Policies and Procedures

The university will ensure the existence of clear internal policies, procedures, and mechanisms for responding to cases of discrimination, harassment, bullying, mobbing, and gender-based violence.

Relevant documents must be accessible to staff and students and regularly reviewed in light of changes in legislation and institutional needs.

Recommendation 3: Ensuring Accessible Complaint Mechanisms

Khmelnytskyi National University will maintain accessible and understandable mechanisms for filing complaints regarding cases of discrimination, harassment, or other forms of unacceptable behavior.

Individuals seeking help must be able to receive support, consultation, and information regarding further actions.

Recommendation 4: Ensuring Confidentiality and Fair Review

The university will ensure the confidentiality of complaint reviews and adherence to the principles of fairness, impartiality, and respect for the rights of all parties.

Review procedures must comply with current Ukrainian legislation and the university's internal regulations.

Recommendation 5: Increasing Awareness of the University Community

Khmelnytskyi National University will promote awareness among staff and students regarding discrimination, harassment, gender-based violence, professional ethics, and a culture of mutual respect.

Information campaigns, trainings, seminars, consultations, and other educational activities may be used for this purpose.

Recommendation 6: Supporting Victims of Unacceptable Behavior

The university will strive to provide appropriate support to individuals who have experienced discrimination, harassment, or other forms of unacceptable behavior.

This support may include providing information, consultations, psychological support, or assistance in obtaining other types of aid in accordance with the university's available resources.

Recommendation 7: Prevention and Early Response

Khmelnytskyi National University will pay special attention to the prevention of conflict situations and early response to cases that may negatively affect the safety and well-being of the university community.

Timely response will help prevent conflict escalation and maintain a healthy organizational environment.

Recommendation 8: Monitoring Organizational Climate

The university will use existing monitoring, survey, and consultation mechanisms to assess the organizational climate and identify potential risks.

The findings will be taken into account when improving policies, procedures, and support measures.

Recommendation 9: Integrating Principles of Safety and Respect into Organizational Culture

Khmelnytskyi National University will integrate the principles of respect, safety, equal opportunities, and non-discrimination into all areas of university activity.

Shaping the appropriate culture will be considered a shared responsibility of leadership, staff, and students.

Expected Result

The implementation of these recommendations will contribute to the formation of a safe, inclusive, and supportive environment at Khmelnytskyi National University, based on the principles of respect, dignity, and equal opportunity.

Improving prevention, response, and support mechanisms will strengthen trust within the university community, improve the organizational climate, enhance the well-being of staff and students, and foster a healthy academic culture.

7.7. Work-Life Balance, Well-being, and Flexible Forms of Work and Study

Khmelnytskyi National University recognizes that the well-being of staff and students is a crucial prerequisite for effective educational, scientific, international, and administrative activities.

The university strives to create conditions that promote the physical, psychological, and social well-being of its community members, while ensuring opportunities to balance professional, educational, family, and personal responsibilities.



These issues are particularly urgent in the context of the war, social transformations, and the post-war recovery of Ukraine.

Recommendation 1: Supporting Work-Life Balance

Khmelnytskyi National University will promote an organizational culture that recognizes the importance of work-life balance.

When planning activities, it is advisable to consider the workload of staff and students, promote effective distribution of duties, and support a culture of mutual respect for personal time.

Recommendation 2: Developing Flexible Approaches to Work and Study

The university will support the use of flexible forms of organization for work and study in accordance with current legislation, internal regulations, and the specific activities of structural units.

Such approaches may include the use of digital technologies, elements of remote work, blended learning, and other mechanisms that enhance the accessibility and efficiency of the educational process.

Recommendation 3: Accounting for Caregiving Responsibilities

Khmelnytskyi National University will recognize the importance of considering the needs of staff and students who have caregiving responsibilities for children, the elderly, family members with disabilities, or other individuals requiring support.

The university will strive to create conditions that facilitate the balancing of professional activities, studies, and family responsibilities.

Recommendation 4: Supporting Psychological Well-being

The university will support the development of mechanisms for psychological support and the enhancement of the psychological resilience of the university community.

Special attention will be paid to supporting individuals affected by war, forced displacement, the loss of loved ones, prolonged stress, or other crisis situations.

Recommendation 5: Developing a Culture of Well-being

Khmelnytskyi National University will promote the formation of a culture of well-being that encompasses physical health, psychological comfort, social support, professional self-realization, and a healthy lifestyle.

Well-being will be considered an important component of the university's institutional resilience and long-term development.

Recommendation 6: Supporting the Resilience of the University Community

The university will promote the development of individual and collective resilience among staff and students.

Educational events, trainings, consultations, professional development programs, and other initiatives aimed at strengthening adaptability, stress resistance, and the ability to act effectively in changing conditions may be used for this purpose.

Recommendation 7: Creating a Supportive Environment

Khmelnytskyi National University will support the development of an environment in which staff and students feel respected, supported, and involved in the life of the university community.

A positive organizational climate will contribute to increasing motivation, productivity, and satisfaction with studies and work.

Recommendation 8: Using Well-being Monitoring Results

The university will consider the results of surveys, consultations, and other feedback mechanisms to assess the well-being and support needs of staff and students.

The results obtained will be used to improve relevant measures and institutional practices.

Recommendation 9: Integrating Well-being into Institutional Development

Khmelnytskyi National University will integrate issues of well-being, psychological support, and work-life balance into broader processes of strategic planning, human capital development, and organizational culture.

This approach will contribute to the long-term, sustainable support of the university community.

Expected Result

The implementation of these recommendations will contribute to the formation of a supportive, safe, and people-oriented environment at Khmelnytskyi National University.

Supporting well-being, work-life balance, psychological resilience, and flexible forms of work and study will contribute to increasing the engagement, motivation, and productivity of staff and students, strengthening institutional resilience, and developing a modern university culture.

7.8. Gender Equality in Education, Science, and Innovation

Khmelnytskyi National University recognizes that the principles of gender equality are a vital component of quality education, modern scientific research, and innovation.

Integrating a gender perspective into educational programs, scientific projects, and innovation processes fosters critical thinking, broadens the diversity of approaches to complex problem-solving, improves the quality of research outcomes, and strengthens the university's competitiveness.

The university strives to create conditions that ensure equal opportunities for participation in educational, scientific, and innovative activities for all members of the university community.

Recommendation 1: Integrating Gender Equality Principles into Educational Activities

Khmelnytskyi National University will promote the integration of gender equality principles into educational activities in accordance with the requirements of Ukrainian legislation, higher education standards, and the university's strategic priorities.

In the process of updating educational programs, it is advisable to consider issues of equal opportunities, inclusivity, respect for diversity, and non-discrimination.

Recommendation 2: Supporting a Gender-Sensitive Educational Environment

The university will promote the formation of an educational environment in which all students have equal opportunities for learning, professional development, and the realization of their potential.



Special attention will be paid to creating an atmosphere of mutual respect, academic integrity, and support.

Recommendation 3: Ensuring Equal Opportunities in Scientific Activities

Khmelnytskyi National University will strive to ensure equal access to opportunities for participation in scientific research, grant activities, international projects, conferences, and other forms of scientific activity.

The university will support the development of scientific potential for all staff and students, regardless of gender.

Recommendation 4: Supporting Women's Participation in Science and Innovation

The university will promote the development of professional opportunities for women in the fields of scientific research, innovation, entrepreneurship, and knowledge transfer.

Special attention will be paid to supporting young female scientists, developing their research potential, and participation in international scientific networks.

Recommendation 5: Incorporating the Gender Aspect into Research

Khmelnytskyi National University will encourage the consideration of the gender aspect in scientific research where relevant to the research topic.

Such an approach will contribute to improving the quality of research, expanding analytical capabilities, and ensuring compliance with modern international scientific standards.

Recommendation 6: Supporting Interdisciplinary Research

The university will promote the development of interdisciplinary research related to issues of gender equality, leadership, social cohesion, human capital, and sustainable development.

Such research can contribute to the formation of new knowledge and the development of practical solutions for society.

Recommendation 7: Developing an Innovation Culture and Entrepreneurial Competencies

Khmelnytskyi National University will support the development of an innovation culture and entrepreneurial competencies among staff and students.

The university will strive to ensure equal access to opportunities for participating in innovation projects, startup initiatives, entrepreneurship development programs, and other activities related to the implementation of innovations.

Recommendation 8: Developing International Scientific Cooperation

The university will promote the participation of staff and students in international scientific projects, research networks, academic partnerships, and international cooperation programs.

International cooperation will contribute to the exchange of experience, development of research competencies, and integration of the university into the European Research Area.

Recommendation 9: Monitoring and Improving Practices

Khmelnytskyi National University will use the results of monitoring, data analysis, and consultations to evaluate the effectiveness of measures in ensuring gender equality in education, science, and innovation.



The findings will be considered during the further improvement of educational, scientific, and innovative practices.

Expected Result

The implementation of these recommendations will contribute to the formation of a more inclusive, innovative, and competitive educational and scientific environment at Khmelnytskyi National University.

Integrating the principles of gender equality into education, science, and innovation will contribute to improving the quality of educational programs and research, developing human capital, strengthening international cooperation, and reinforcing the university's role as a modern European higher education institution.

7.9. Institutional Capacity Building and Awareness Raising

Khmelnytskyi National University recognizes that the effective implementation of gender equality principles requires adequate institutional capacity, professional competencies, and a high level of awareness among members of the university community.

Developing knowledge, skills, and an understanding of gender equality, inclusivity, leadership, and non-discrimination will contribute to the formation of a modern organizational culture, improve the quality of management decisions, and support long-term institutional development.

Recommendation 1: Raising Awareness of Gender Equality Issues

Khmelnytskyi National University will promote awareness among staff and students regarding the principles of gender equality, equal opportunities, inclusion, and respect for diversity.

Information campaigns, thematic events, open lectures, round tables, discussions, and other educational formats may be used for this purpose.

Recommendation 2: Development of Professional Competencies

The university will support the development of staff competencies in the areas of gender equality, inclusive governance, leadership, non-discrimination, and modern approaches to human capital management.

Increasing professional competence will facilitate the more effective implementation of institutional policies and practices.

Recommendation 3: Integration of Relevant Topics into Professional Development Programs

Khmelnytskyi National University will encourage the inclusion of gender equality, inclusivity, resilience, and ethical leadership issues in staff professional development programs.

Special attention will be paid to developing the managerial competencies of leaders at all levels.

Recommendation 4: Supporting the Commission on Gender Equality

The university will support the activities of the Commission on Gender Equality as an important mechanism for coordination, consultation, and capacity building in the field of gender equality.



The commission will facilitate the dissemination of information, the coordination of activities, and the exchange of experience between structural units.

Recommendation 5: Utilizing Results of International Cooperation

Khmelnytskyi National University will use the experience gained from international partnerships, projects, and professional networks to improve its own approaches to ensuring gender equality.

Results of cooperation within the framework of Erasmus+, Horizon Europe, international research projects, and the "3R SheLeader" project are of particular value.

Recommendation 6: Supporting Internal Experience Exchange

The university will promote the dissemination of best practices between faculties, departments, structural units, and individual staff members.

Sharing experience will allow for more effective implementation of successful approaches and foster a culture of cooperation.

Recommendation 7: Using Digital Tools for Learning and Information

Khmelnytskyi National University will use digital platforms and tools to disseminate information, conduct training events, and provide access to resources on gender equality.

Digital technologies will help reach a wider audience and increase the accessibility of relevant opportunities.

Recommendation 8: Supporting Student Initiatives

The university will encourage student participation in activities aimed at developing a culture of equality, mutual respect, leadership, and civic responsibility.

Cooperation with the Student Council and other student associations will facilitate greater youth engagement in implementing relevant initiatives.

Recommendation 9: Shaping a Culture of Continuous Learning and Development

Khmelnytskyi National University will view institutional capacity building as a continuous process of improving knowledge, skills, and practices.

Supporting a culture of learning and professional development will strengthen organizational culture, enhance adaptability, and develop institutional resilience.

Expected Result

The implementation of these recommendations will strengthen the institutional capacity of Khmelnytskyi National University in ensuring gender equality, developing human capital, and implementing modern management practices.

Increased awareness, professional competence, and a culture of continuous learning will allow the university to more effectively implement its gender equality policy, strengthen organizational culture, and ensure sustainable institutional development.

7.10. Men as Allies and Shared Responsibility

Khmelnytskyi National University recognizes that ensuring gender equality is the shared responsibility of the entire university community.

Achieving sustainable positive change requires the active participation of both women and men, constructive dialogue, mutual support, and joint efforts in shaping an inclusive educational environment. Research conducted within the "3R SheLeader" project has confirmed the importance of involving men in discussions on gender equality, leadership development, and the formation of a modern organizational culture in higher education institutions.

Recommendation 1: Supporting a Culture of Shared Responsibility

Khmelnytskyi National University will foster an understanding that ensuring gender equality is the shared responsibility of all members of the university community.

Principles of equal opportunity, mutual respect, and inclusivity must be upheld by both women and men, regardless of position, professional status, or role within the university.

Recommendation 2: Encouraging Men's Participation in Relevant Initiatives

The university will support the involvement of men in events, discussions, research, trainings, and other initiatives related to the development of gender equality and inclusive leadership.

Broad participation from different groups within the university community will foster a more balanced and constructive dialogue.

Recommendation 3: Developing a Culture of Partnership

Khmelnytskyi National University will promote a culture of partnership and cooperation between women and men in educational, scientific, administrative, and public activities.

Mutual support and the exchange of experience will help strengthen trust, increase work efficiency, and develop an inclusive environment.

Recommendation 4: Using Research Results to Improve Policies

The university will consider the results of research, surveys, and consultations regarding the attitudes of staff and students toward gender equality when planning further measures and developing institutional policies.

This approach will facilitate data-driven decision-making that accounts for the needs of different groups within the community.

Recommendation 5: Supporting Inclusive Leadership

Khmelnytskyi National University will promote the development of inclusive leadership models based on cooperation, mutual respect, openness, and equal opportunity.

Inclusive leadership should be viewed as an essential component of modern governance and effective university management.

Recommendation 6: Overcoming Stereotypes and Biases

The university will support activities aimed at increasing awareness of the impact of gender stereotypes and unconscious biases on professional activities, learning, and decision-making processes.

Cultivating critical thinking and a culture of mutual respect will help create a more inclusive environment.

Recommendation 7: Supporting Open Dialogue

Khmelnytskyi National University will encourage open and constructive dialogue on issues of gender equality, leadership, well-being, and organizational culture.

An open exchange of views will contribute to a better understanding of different perspectives and strengthen mutual trust.

Recommendation 8: Recognizing the Positive Contribution of Allies

The university will support the recognition and promotion of the positive contributions made by staff and students who actively promote a culture of equality, partnership, and mutual support. Such examples can serve as positive role models for the university community.

Recommendation 9: Integrating the Principle of Shared Responsibility into Organizational Culture

Khmelnytskyi National University will integrate the principle of shared responsibility for ensuring gender equality into processes of strategic development, governance, and organizational culture formation.

Gender equality will be viewed as a component of the university’s overall institutional development and effective functioning.

Expected Result

The implementation of these recommendations will foster a culture of partnership, mutual respect, and shared responsibility for ensuring equal opportunities at Khmelnytskyi National University.

Actively engaging men as allies in promoting gender equality will contribute to the development of inclusive leadership, strengthen organizational culture, increase the effectiveness of institutional changes, and form a more cohesive university community.

7.11. Partnership and Continuous Improvement

Khmelnytskyi National University recognizes that ensuring gender equality is a dynamic process that requires constant development, updating of approaches, and consideration of new challenges and opportunities.

The effective implementation of gender equality policy depends largely on cooperation with national and international partners, participation in professional networks, the exchange of experience, and a willingness to continuously improve institutional practices.

The university will strive to use partnerships and international cooperation as an important tool for developing human capital, institutional capacity, and organizational culture.

Recommendation 1: Developing National and International Partnerships

Khmelnytskyi National University will support the development of cooperation with Ukrainian and international higher education institutions, research institutions, professional associations, non-governmental organizations, and other stakeholders.

Such partnerships will facilitate the exchange of experience, the dissemination of best practices, and the collaborative search for effective solutions.

Recommendation 2: Utilizing Results of International Projects

The university will ensure the utilization of international project results for the further improvement of policies and practices in the field of gender equality.

Special attention should be paid to the results of the "3R SheLeader" project, as well as other international initiatives in which the university participates.

Recommendation 3: Participating in Professional Networks and Communities of Practice

Khmelnytskyi National University will encourage staff and students to participate in professional networks, thematic platforms, expert communities, and other forms of professional interaction.

Participation in such networks will facilitate access to modern knowledge, innovative approaches, and international experience.

Recommendation 4: Disseminating Best Practices

The university will support the systematic dissemination of best practices in the fields of gender equality, inclusive leadership, human capital development, and organizational culture.

Exchanging experience will contribute to the improvement of institutional approaches and the development of a culture of learning.

Recommendation 5: Supporting Inter-institutional Learning

Khmelnytskyi National University will promote the participation of staff and students in activities aimed at exchanging experience with representatives of other higher education institutions and organizations.

Such activities may include conferences, seminars, internships, study visits, webinars, and other forms of professional interaction.

Recommendation 6: Regular Review of Policies and Practices

The university will periodically review its policies, procedures, and practices in the field of ensuring gender equality, taking into account the results of monitoring, new research, changes in legislation, and international experience.

This approach will help maintain the relevance and effectiveness of institutional decisions.

Recommendation 7: Developing a Culture of Innovation and Improvement

Khmelnytskyi National University will support a culture of openness to new ideas, innovative approaches, and continuous improvement.

The university community will be encouraged to participate in the processes of developing and improving institutional practices.

Recommendation 8: Using Data to Improve Performance

The university will use the results of monitoring, gender audits, research, consultations, and other information sources to further develop its policies and practices.

Evidence-based decision-making will facilitate the more effective achievement of strategic goals.

Recommendation 9: Ensuring Sustainability of Results

Khmelnytskyi National University will strive to ensure the long-term sustainability of results achieved in the field of gender equality by integrating relevant approaches into the systems of governance, strategic planning, and organizational culture.

The results of the "3R SheLeader" project will be viewed as an important component of the university's further institutional development.

Expected Result

The implementation of these recommendations will strengthen partnerships, foster international cooperation, and form a culture of continuous improvement at Khmelnytskyi National University.

The systematic use of results from international projects, professional networks, monitoring, and institutional learning will allow the university to maintain the relevance of its gender equality policies, increase the effectiveness of management decisions, and ensure the sustainable development of the university community.



8. IMPLEMENTATION OF RECOMMENDATIONS

The effectiveness of recommendations regarding gender equality depends not only on their content but also on their systematic and consistent implementation into the university's activities.

Khmelnyskyi National University views the implementation of these recommendations as a component of long-term institutional development, aimed at strengthening human capital, developing inclusive governance, improving the quality of education, and enhancing organizational culture. The implementation will be carried out taking into account the university's strategic priorities, available resources, monitoring results, and the needs of the university community.

8.1. Integration into the Strategic Management System

Recommendations for ensuring gender equality are systematically considered during the implementation of the Khmelnytskyi National University Development Strategy, Internationalization Strategy, Gender Equality Plan, and other strategic and regulatory documents.

This approach will facilitate the systemic inclusion of gender equality principles in all areas of the university's operations.

8.2. The Role of University Leadership

The Rector, vice-rectors, deans, heads of structural units, and governing bodies will play an important role in supporting and implementing these recommendations.

Leadership support will contribute to the formation of an organizational culture based on the principles of equal opportunity, inclusivity, and mutual respect.

8.3. Coordination of Recommendation Implementation

Coordination of the implementation of recommendations may be carried out by the Commission on Gender Equality in interaction with other structural units of the university.

The Commission can perform consultative, coordinating, and monitoring functions, facilitate the exchange of information, and support the execution of relevant measures.

8.4. Engaging the University Community

The successful implementation of recommendations requires the active participation of staff and students. It is advisable to involve representatives of faculties, departments, student self-government bodies, the Council of Young Scientists, and other members of the university community in the processes of planning, implementation, and evaluation.

This approach will foster a culture of shared responsibility and increase the effectiveness of institutional changes.

8.5. Using Existing Resources and Mechanisms

Khmelnyskyi National University will strive to implement the recommendations primarily through existing organizational mechanisms, procedures, and institutional structures.

This approach will ensure the realism, efficiency, and sustainability of implementation without the need for creating additional administrative structures.

8.6. Professional Development and Awareness Raising

The university will support professional development and awareness-raising activities for staff and students regarding gender equality, inclusive leadership, well-being, and organizational culture.

Special attention will be paid to disseminating the results of the "3R SheLeader" project and other international initiatives.

8.7. Monitoring and Evaluating Progress

Khmelnytskyi National University will use monitoring and evaluation mechanisms to track progress in implementing the recommendations.

Gender-disaggregated data, results of surveys, gender audits, consultations, and other sources of information may be used for this purpose.

8.8. Continuous Improvement

The recommendations will be viewed as a dynamic development tool that can be updated and improved in accordance with new challenges, legislative changes, the university's strategic priorities, and international experience.

Conclusion

Implementing the recommendations for ensuring gender equality will contribute to the integration of the principles of equal opportunity, inclusivity, resilience, and partnership into all areas of Khmelnytskyi National University's activities. A systematic approach to implementing these recommendations will allow the university to strengthen its institutional capacity, increase management efficiency, support the development of human capital, and ensure the sustainable development of the university community.

9. MONITORING AND EVALUATING RESULTS

Effective implementation of recommendations for ensuring gender equality requires regular monitoring, analysis of achieved results, and assessment of progress.

Monitoring and evaluation allow the university to determine strengths, identify areas requiring further improvement, and ensure that management decisions are based on reliable data.

Khmelnytskyi National University views monitoring not as a tool for control, but as a mechanism to support continuous institutional development and the improvement of gender equality practices.

9.1. Principles of Monitoring and Evaluation

Monitoring the implementation of recommendations will be carried out in accordance with the following principles:

- Objectivity and reliability of data.
- Transparency of evaluation processes.
- Confidentiality of personal information.
- Use of an evidence-based approach.
- Engagement of the university community.
- Focus on continuous improvement.

9.2. Main Areas of Monitoring

Monitoring may cover the following areas:

- Representation of women and men in collegial bodies and leadership positions.
- Participation of staff and students in professional development programs.
- Implementation of the Gender Equality Plan.
- Participation in international projects and partnerships.
- Activities in the field of mentoring and leadership development.
- Level of awareness among the university community.
- State of the organizational climate and well-being.
- Results of measures to prevent discrimination and harassment.

9.3. Sources of Information

Monitoring may utilize the following sources:

- University statistical data.
- Results of staff and student surveys.
- Data from internal reports.
- Results of gender audits.
- Self-assessment materials.
- Results of consultations and discussions.
- Reports from structural units.
- Results of international projects and external evaluations.

9.4. Role of the Commission on Gender Equality The Commission on Gender Equality may coordinate the processes of monitoring and analyzing the results of the recommendations' implementation.



The Commission may summarize information, prepare proposals for improving policies, and facilitate the dissemination of information regarding progress achieved.

9.5. Engaging the University Community Khmelnytskyi National University will facilitate the engagement of staff and students in the processes of evaluating the effectiveness of the recommendations' implementation. Feedback from the university community will be viewed as an important source of information for improving policies and practices.

9.6. Use of Monitoring Results

The results of monitoring will be used for:

- Improving the Gender Equality Plan.
- Updating institutional policies.
- Defining new priorities for activity.
- Planning professional development activities.
- Improving organizational practices.
- Preparing reports and informing the university community.

9.7. Frequency of Evaluation It is advisable to carry out progress assessments on a regular basis, in accordance with strategic planning cycles and the implementation of the Gender Equality Plan. The frequency of data collection and analysis will be determined by the university, taking into account available resources and institutional needs.

9.8. Continuous Improvement Khmelnytskyi National University will view the results of monitoring as a basis for further development and the improvement of activities in the field of gender equality. Monitoring should contribute to forming a culture of learning, openness to change, and constant institutional development.

Conclusion Systematic monitoring and evaluation of results will allow Khmelnytskyi National University to timely identify achievements and challenges, make informed management decisions, and ensure the effective implementation of recommendations regarding gender equality. Using an evidence-based approach, engaging the university community, and focusing on continuous improvement will strengthen the university's institutional capacity and support its long-term development.



10. EXPECTED IMPACT AND LONG-TERM RESULTS

The recommendations regarding gender equality policy are designed to support the long-term development of Khmelnytskyi National University as a modern, inclusive, innovative, and socially responsible higher education institution.

Their implementation aims not only to ensure equal opportunities but also to strengthen human capital, develop organizational culture, improve the quality of management, and create conditions for sustainable institutional development.

It is expected that the implementation of these recommendations will contribute to positive changes at the institutional, professional, and societal levels.

10.1. Strengthening Institutional Capacity

Implementing the recommendations will strengthen Khmelnytskyi National University's institutional capacity in strategic management, human capital development, and quality assurance in education.

Integrating gender equality principles into governance and strategic planning will increase the efficiency of management processes and support the long-term development of the university.

10.2. Human Capital Development

The implementation of these recommendations is expected to create more favorable conditions for professional development, career advancement, the development of leadership competencies, and the realization of the potential of staff and students.

Supporting human capital will be viewed as one of the key factors in the university's competitiveness.

10.3. Strengthening Inclusive Governance

The recommendations will contribute to the development of inclusive governance based on the principles of equal opportunity, partnership, openness, and the engagement of the university community in decision-making processes.

This approach will increase trust, transparency, and management efficiency.

10.4. Shaping a Modern Organizational Culture

Further development of an organizational culture based on mutual respect, dignity, support, responsibility, and cooperation is expected.

Forming a positive organizational climate will contribute to increasing the level of engagement, motivation, and satisfaction among staff and students.

10.5. Developing Leadership and Professional Support

Implementing the recommendations will facilitate the development of inclusive leadership, support for women's leadership, and the development of mentoring and professional networking.

These mechanisms will assist in preparing future leaders of the university community and ensuring the continuity of the university's development.

10.6. Enhancing the Quality of Education, Science, and Innovation

Integrating gender equality principles into educational, scientific, and innovative activities will contribute to improving the quality of educational programs, research, and innovation processes.

This will also support the development of international cooperation and the integration of the university into the European Higher Education Area and the European Research Area.

10.7. Boosting Well-being and Resilience of the University Community

The recommendations will help form a more supportive environment that considers the needs of staff and students, supports well-being, psychological health, and work-life balance.

This is of particular importance in the context of the war and the post-war recovery of Ukraine.

10.8. Developing International Cooperation and Partnerships

Further expansion of the university's international cooperation, participation in international projects, professional networks, and partnerships is expected.

International interaction will facilitate the dissemination of best practices, the development of competencies, and the strengthening of the university's international reputation.

10.9. Sustainability of Results and Continuous Development

The recommendations create a foundation for the long-term and sustainable development of the university's activities in the field of gender equality.

Integrating these approaches into the strategic management system and organizational culture will ensure the sustainability of achieved results and their further development.

Summary

Khmelnytskyi National University views ensuring gender equality as a component of strategic development, improving the quality of education, developing human capital, and strengthening institutional capacity.

The implementation of these recommendations will contribute to the formation of a modern university environment based on the principles of equal opportunity, partnership, inclusivity, resilience, and continuous improvement.

The results of the "3R SheLeader" project served as an important foundation for preparing these recommendations and will contribute to the further development of Khmelnytskyi National University as an active participant in the European Higher Education Area and the international academic community.

11. SOURCES AND KEY NORMATIVE-LEGAL DOCUMENTS

The recommendations presented in this document were developed based on international human rights instruments, European Union policies and strategies, United Kingdom legislation on equality, national legislation and policies of Ukraine, as well as institutional documents and results obtained within the framework of the "3R SheLeader" project.

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11.6 Research and Evidence Base

The preparation of these recommendations incorporated:

- Results of gender audits of Ukrainian higher education institutions.
- Studies on women's leadership in higher education.
- Scientific papers on gender segregation in education and academic careers.
- Studies on resilience, leadership, and organizational culture in crisis conditions.
- Research findings from the "3R SheLeader" project, implemented by Khmelnytskyi National University and Bangor University under the British Council's Gender Equality Partnerships Programme.

11.7 Acknowledgments

These **recommendations for improving gender equality policy** were developed within the framework of the "3R SheLeader" project, implemented by Khmelnytskyi National University (Ukraine) and Bangor University (UK) with the support of the British Council through the Gender Equality Partnerships Programme.

The recommendations reflect international experience, national policy priorities, and practical lessons learned through project implementation, leadership development programs, institutional dialogue, research work, and the active engagement of stakeholders.

The partners express their sincere gratitude to all project participants, representatives of the academic community, experts, trainers, mentors, university leadership, and all stakeholders who contributed to the advancement of gender equality and the formulation of these recommendations.

This completes the documentation. As we have finalized all sections, would you like me to compile this into a single, cohesive document, or assist with any additional tasks, such as creating an executive summary or a presentation outline based on these recommendations?



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ABOUT THE "3R SHELEADER" PROJECT

Building Resilient, Resourceful, and Result-Oriented Women Leaders in Higher Education

The "3R SheLeader" project was implemented through a partnership between **Khmelnitskyi National University** (Ukraine) and **Bangor University** (UK) with the support of **the British Council's Gender Equality Partnerships Programme**.

The project was developed in response to the growing need to strengthen women's leadership potential, promote gender equality, and support institutional change within the higher education sector. It was based on the understanding that universities play a key role in ensuring equality, fostering inclusive leadership, and preparing future generations of leaders capable of addressing complex societal challenges.

The project was implemented amidst the ongoing full-scale war in Ukraine and the associated uncertainty. In these difficult circumstances, it became a platform for international cooperation, mutual learning, professional development, and institutional reflection. The project brought together university leadership, academic staff, researchers, administrative personnel, and students to collectively seek practical approaches to strengthening gender equality and developing women's leadership in higher education institutions.

The 3R Leadership Model

At the core of the project was the concept of the "**3Rs of Leadership**":

Resilience:

The ability to adapt to change, overcome difficulties, and lead effectively in conditions of uncertainty, crisis, and constant challenges.

Resourcefulness:

The ability to find opportunities, mobilize resources, build partnerships, and create innovative solutions for complex problems.

Resultfulness:

The ability to achieve meaningful and sustainable outcomes through strategic leadership, collaboration, and evidence-based decision-making.

Together, these three components formed the foundation of the project's approach to developing leadership potential.

Key Project Activities

The project encompassed a complex of interconnected activities aimed at developing both individual leadership and supporting institutional change, including:

- Conducting training and leadership development programs.
- Organizing mentorship programs and professional mutual support networks.
- Developing institutional dialogue on gender equality and inclusive leadership.



- Researching barriers and opportunities for the development of women's leadership in higher education.
- Engaging men as partners and allies in promoting gender equality.
- Exchanging experience and successful practices between Ukraine and the UK.
- Developing recommendations for improving gender equality policy for higher education institutions.

A unique feature of the project was exploring men's perspectives on gender equality and women's leadership in higher education. Through surveys, discussions, and dialogue, the project demonstrated the importance of shared responsibility between women and men in achieving sustainable institutional change.

Main Project Results

The implementation of the project led to several significant outcomes:

- Increased awareness of gender equality issues in higher education.
- Strengthened leadership knowledge, skills, and confidence of project participants.
- Expanded professional networks and international cooperation.
- Deepened understanding of the barriers affecting the advancement of women to leadership positions.
- Strengthened awareness of the role of men as allies in promoting gender equality.
- Contributed to the development of institutional policies and strategic planning.
- Developed these Recommendations for Improving Gender Equality Policy.

The project also facilitated the integration of gender equality principles into broader processes of institutional development and supported discussions regarding inclusive leadership, organizational culture, and equal opportunities in higher education.

Looking to the Future

The "3R SheLeader" project demonstrated that ensuring gender equality requires much more than isolated events or short-term initiatives. Sustainable progress is possible only under the conditions of institutional commitment, leadership development, partnership, the use of evidence-based information, and a readiness to overcome existing barriers and stereotypes.

The experience, lessons, and recommendations obtained within the framework of the project serve as a valuable resource for higher education institutions that strive to create a more inclusive, fair, and resilient academic environment. By investing in the development of resilient, resourceful, and result-oriented leadership, universities strengthen not only gender equality but also their own capacity to respond to future challenges, support institutional change, and contribute to positive societal development.

Acknowledgments

The "3R SheLeader" project was implemented by **Khmelnyskyi National University** (Ukraine) and **Bangor University** (UK) with the support of **the British Council within the framework of the Gender Equality Partnerships Programme.**



The partners express their sincere gratitude to all project participants, trainers, mentors, researchers, representatives of university leadership, and other stakeholders whose active participation contributed to the achievement of project results and the formulation of the recommendations presented in this document.