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FEATURES OF THE ACTIVITIES OF UNIVERSITY-AFFILIATED THINK TANKS IN UKRAINE

Abstract. *The relevance of the study is determined by the growing role of universities as centers of analytical and expert activity in the context of wartime challenges, digital transformation, and Ukraine's integration into the European educational space. University analytical centers increasingly serve as platforms for the development of educational policy, public dialogue, and scientific consulting for public authorities, which highlights the need for a comprehensive assessment of their effectiveness. The purpose of the article is to evaluate the efficiency of the functioning of Ukrainian university analytical centers based on the analysis of their organizational and managerial, substantive and methodological, and communication and analytical characteristics. The objectives of the research include identifying the current state, distinctive features, and potential for the development of university analytics as a component of the higher education management system. In the course of the study, a criterial approach was developed and substantiated, encompassing three evaluation blocks: organizational, substantive-methodological, and communicative. To collect empirical data, content analysis of open sources, analytical products, and public materials of Ukrainian university analytical centers was applied. The activities of five leading centers were analyzed: the Anti-Corruption Research and Education Centre (ACREC), and the School for Policy Analysis of the National University of Kyiv-Mohyla Academy, the Carpathian Institute of Analytics of Vasyl Stefanyk Precarpathian National University, the Center of Social Research, and the Research of Fakes and Propaganda in Russian Science of Sumy State University. The results of the study show that most centers demonstrate a well-developed research agenda, active communication practices, and a strong orientation toward international integration. At the same time, certain centers face several challenges — the absence of normative regulation, a stable system for monitoring performance, and a shortage of financial and human resources. A clear trend was identified toward strengthening inter-university cooperation, expanding participation in international projects, and increasing the importance of analytical expertise in shaping public and educational policy. The study concludes that university analytics is a significant tool for improving the quality of higher education management, shaping a strategic vision for its development, and enhancing interaction between the academic community, society, and the state. Further advancement of this field requires targeted efforts toward the methodological, legal, and communicative strengthening of analytical centers within Ukrainian universities.*

Keywords: *educational policy; higher education in Ukraine; think tank; university-affiliated think tank; university analytics.*

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Introduction

The modern system of higher education in Ukraine is undergoing a process of transformation driven by the need to strengthen the role of universities as centers not only of education but also of analytical, expert, and research activity. Under the conditions of wartime challenges, integration into the European educational space, digitalization of management processes, and the growing demand for evidence-based decision-making, the development of university-affiliated think tanks is gaining particular significance.

Such centers serve as an important tool for improving the quality of governance, shaping educational and social policy, and promoting a culture of analytical thinking within the academic environment. At the same time, the lack of an established regulatory framework, an efficiency monitoring system, and consistent evaluation criteria complicates the institutionalization of university analytics and limits its potential impact on educational policy and social processes.

The relevance of this study lies in the need for a comprehensive analysis of the organizational and managerial, content and methodological, and communication and analytical aspects of the functioning of university-affiliated think tanks in Ukraine, aimed at identifying their role, effectiveness, and development prospects within the higher education system.

The purpose of the article is to assess the effectiveness of university-affiliated think tanks in Ukraine based on a comprehensive criterion-based analysis of their organizational and managerial, content and methodological, and communication and analytical characteristics, in order to reveal the distinctive features of university analytics as an integral component of the higher education system.

To achieve this purpose, the following objectives were defined:

- to analyze the organizational and managerial, content and methodological, and communication and analytical foundations of the activities of university-affiliated think tanks;
- to formulate generalized conclusions regarding the current state and main features of the functioning of university-affiliated think tanks in Ukraine.

Analysis of Recent Research

The contemporary scholarly discourse on the activities of university-affiliated think tanks is represented in the works of such researchers as V. Aksyonova, A. Valyukh, V. Biletskyi, A. Hodliuk, N. Hromadska, I. Yehorov, V. Zhelanova, K. Zarembo, D. Zubko, O. Koidel,

Ye. Kupilov, O. Lvova, O. Liashenko, O. Maievskaya, L. Melnyk, M. Patalong, N. Rzhavska, O. Sydoruk, O. Fedoruk, H. Chehorska, E. Akman, O. Carbou, O. Císař, A. Denham, M. Garnett, M. Hrubeš, F. Keskin, O. Kulac, Ö. Köseoğlu, Ö. Köktaş, M. Ranga, L. Sobotková, H. Özgür, M. Thunert and others.

The issue of the functioning of university-affiliated think tanks has been explored in the works of V. Aksyonova, V. Zhelanova, L. Christoph, B. Güner, Q. Li, F. Schöppne, S. Shapovalov, K. Şehitoğlu, Y. Tao, R. Tekin, O. Weaver, R. K. Rybka-Iwanska, G. Zhao, W. Zhao, among others. The directions of activity, management specifics, funding mechanisms, and information and outreach work of think tanks have been studied by V. Aksyonova, N. Hromadska, V. Zhelanova, O. Liashenko, O. Lvova, L. Melnyk, L. Christoph, S. Shapovalov, and F. Schöppne.

The experience of European think tanks has been analyzed by D. Cadier, D. Dialer, G. Fürcht-Fiegl, K. Jezierska, A. Krizsán, I. Petrenko, A. Reich, V. Schafer, Ph. Sherrington, A. Sörbom, M. Sus, and W. Wessels.

However, despite the relatively extensive body of research on think tank activities, the specific features of university-affiliated think tanks in Ukraine have been examined only fragmentarily.

Presentation of the Main Material

To assess the effectiveness of university-affiliated think tanks, a set of evaluation criteria has been substantiated and developed, comprising three interrelated components: the organizational and managerial block, the content and methodological block, and the communication and analytical block.

The **organizational and managerial block** includes the following key criteria: the presence of a defined goal; a clearly determined field of activity; transparency of regulations; human resource capacity; and established cooperation with other organizations.

The **content and methodological block** covers such main criteria as the correspondence of analytical product topics to the center's area of activity, as well as the diversity and regularity of analytical material preparation.

The **communication and analytical block** encompasses the following primary criteria: the presence of social media accounts, dissemination of information about the center's activities, and the provision of recommendations for policymakers and administrators, among others.

The analysis is based on the following sources:

- official documents of analytical centers;
- analytical products;

- open web resources and social media platforms;

- scientific and media materials.

At the same time, the potential risk of limited transparency of some sources is taken into account, as this may hinder a comprehensive examination of financial, human resource, or regulatory-management aspects of think tank activities.

It should be noted that a university-affiliated think tank is considered an institution that combines academic expertise with a commitment to influencing decision-making processes while maintaining organizational autonomy. Such centers possess three fundamental characteristics: a scientific foundation of their activities, relative dependence, and an orientation toward impact (Lyu, Bielefield, & Liu, 2023).

The activities of five Ukrainian university-affiliated think tanks were analyzed.

Anti-Corruption Research and Education Centre (ACREC), based at the National University of «Kyiv-Mohyla Academy,» focuses primarily on the field of corruption prevention and counteraction. The analysis included the official statute of the organization (Statute of the Public Organization «Interdisciplinary Scientific and Educational Center for Anti-Corruption Studies,» 2016) — («Mizhdystsyplinarnyi naukovo-osvitnii tsentr protydii koruptsii», 2016) — as well as information and activities presented on the think tank's official website (Mizhdystsyplinarnyi naukovo-osvitnii tsentr protydii koruptsii v Ukraini [ACREC], n.d.b) and its Facebook page (Mizhdystsyplinarnyi naukovo-osvitnii tsentr protydii koruptsii v Ukraini [ACREC], n.d.a). Analytical documents published on the center's website were also examined.

It is worth noting that the center, together with the Department of Political Science of NaUKMA, launched a master's program titled «Anti-Corruption Studies» (Mizhdystsyplinarnyi naukovo-osvitnii tsentr protydii koruptsii v Ukraini [ACREC], 2025) — the first master's program in Ukraine focused on the study of corruption and the development of strategies for its prevention.

The analyzed materials enabled an evaluation of the center's activities across the three analytical blocks:

- Organizational and managerial block: according to its statute, the center operates as a non-profit public organization. Its goal is to form a school of anti-corruption thought and provide knowledge and practical tools to agents of change. The team consists of seven staff members (two Candidates of Sciences and one PhD). The center has broad partnerships with governmental, civil, and

international institutions, including Transparency International Ukraine, NAZK (National Agency on Corruption Prevention), Leiden University, USAID, and the Embassy of Sweden.

- Content and methodological block: the thematic focus fully corresponds to anti-corruption policy and includes issues such as whistleblowing, NGO financing, and legal mechanisms. The center employs interviews, comparative analyses, and case studies as its main methodological tools. Analytical outputs are presented in the form of reports, manuals, policy briefs, and the ACREC Review series.

- Communication and analytical block: publications include clear, well-structured recommendations that address issues from national to international levels. Public engagement and social communication are actively carried out through the center's website and social media platforms.

The School for Policy Analysis at the National University of «Kyiv-Mohyla Academy» operates in the areas of reintegration of temporarily occupied territories, cultural and information policy related to these territories, information security, countering populism and the ideology of the «Russian world,» as well as civic education («Shkola politychnoi analityky NaUKMA,» n.d.c).

No publicly available statute or regulation governing the think tank's activities was found. However, a publicly accessible document titled «Typical Procedural Issues of Interaction between Analytical Centers and the Structural Units of the National University of 'Kyiv-Mohyla Academy'» dated December 30, 2018 («Natsionalnyi universytet 'Kyievo-Mohylianska akademiia,» 2018) was analysed, along with information and activity updates published on the center's official website («Shkola politychnoi analityky NaUKMA,» n.d.b) and its Facebook page («Shkola politychnoi analityky NaUKMA,» n.d.a). Analytical documents presented on the center's website were also reviewed.

This made it possible to assess the center's activities within the framework of the three analytical blocks:

- Organizational and managerial block: the center's mission is to promote evidence-based decision-making in the fields of reintegration of temporarily occupied territories, information security, and counteraction to Russian propaganda. The team consists of seven members (including two Candidates of Sciences). The center has multiple donors and partners, including the International Renaissance Foundation, USAID, European Commission, U.S. Embassy in Ukraine, National

Endowment for Democracy (NED), and Giessen University, among others.

- Content and methodological block: the research topics cover reintegration of temporarily occupied territories, counteraction to Russian narratives, information policy, and civic education. The center employs sociological surveys, monitoring studies, focus groups, and other methods. Its publications are diverse in format and have a strong applied orientation.

- Communication and analytical block: although recommendations are not always explicitly formulated, they are implicitly present in conclusions and address regional, national, and international levels. The center produces various types of publications, including reports, analytical articles, online courses, and monthly monitoring reviews. Public outreach and social communication are carried out through the center's website and social media platforms.

The Carpathian Institute of Analytics at Vasyl Stefanyk Precarpathian National University defines its areas of activity as economics, educational and youth policy, and culture («Navchalno-naukovyi tsentr 'Karpatskyi instytut analityky' 'FrankoLytics,'» n.d.).

The analysis included the Regulation on the Center («Prykarpatskyi natsionalnyi universytet imeni Vasyliia Stefanyka,» 2024), information and activity updates published on the Center's official website, as well as analytical documents presented there («Navchalno-naukovyi tsentr 'Karpatskyi instytut analityky' 'FrankoLytics,'» n.d.).

This made it possible to evaluate the Center's activities according to the three analytical blocks:

- Organizational and managerial block: the Center functions as a structural subdivision of Vasyl Stefanyk Precarpathian National University. Its main purpose is to conduct sociological research in public, educational, and social spheres. The research team includes seven members (one Doctor of Sciences and three Candidates of Sciences). The Center cooperates with numerous donors and partners, including ISAR Ednannia, the U.S. Agency for International Development (USAID), the International Renaissance Foundation, the Embassy of Sweden in Ukraine, the Ukrainian Independent Center for Political Research (UICPR), the Center for Democracy and Rule of Law (CEDEM), the University of Alberta (Canada), and the Ivano-Frankivsk Regional State Administration, among others.

- Content and methodological block: the Center's research topics cover social activism, youth values, and the impact of the war on social cohesion. The main research methods include

quantitative surveys, in-depth interviews, and public opinion analysis. The think tank produces a variety of analytical articles, reports, reviews, studies, and policy briefs.

- Communication and analytical block: the Center's materials are primarily of a recommendatory nature for local authorities and have a predominantly regional level of influence. The Center's activities are regularly covered on its official website and social media platforms.

The Center of Social Research of Sumy State University (SSU) is a research and analytical structural subdivision within the Department of Psychology, Political Science, and Sociocultural Technologies (Sumskyi derzhavnyi universytet, 2021).

The Center's scope of activity covers the social, humanitarian, and behavioral sciences. The analysis included the Regulation on the Center (Tsentr sotsialnykh doslidzhen Sumskoho derzhavnoho universytetu, n.d.a), information published on the official website and the Center's Facebook page (Tsentr sotsialnykh doslidzhen Sumskoho derzhavnoho universytetu, n.d.b), as well as analytical documents available online.

This made it possible to evaluate the Center's activities as follows:

- Organizational and managerial block: the Center's mission is to study social processes in the fields of education, economics, and social policy. The research team consists of ten members, including three Doctors of Sciences and five Candidates of Sciences or PhDs. The Center cooperates with various Ukrainian and international organizations, such as UKAID, the International Renaissance Foundation, the Embassy of Sweden in Ukraine, the NGO «Center for Civic Initiatives Intellect of Sumy Region», the Ukrainian Women's Fund, the NGO «La Strada — Ukraine», the Association of Women Lawyers of Ukraine «JurFem», the Administrative Service Centers in Sumy and Chernivtsi, Admiral Makarov National University of Shipbuilding, and Vasyl Stefanyk Precarpathian National University, among others.

- Content and methodological block: the Center's publications address issues of educational reform, social security, and the student environment. Both quantitative and qualitative surveys, content analysis, and focus groups are employed. Analytical materials are presented in the form of reports, studies, and articles.

- Communication and analytical block: materials are published on the university's official website and are primarily of a recommendatory nature, targeting mainly local and regional stakeholders.

The Research of Fakes and Propaganda in Russian Science focuses on several key areas of activity: countering Russian propaganda in academia; examining international and Ukrainian academic networks; and analyzing the role of Russian academic institutions in supporting the war (Analitychnyi tsentr «Doslidzhennia feikiv ta propahandy u rosiiskii nauksi», n.d.a).

We analysed the Center's regulations, official website information, and its publicly available analytical documents (Analitychnyi tsentr «Doslidzhennia feikiv ta propahandy u rosiiskii nauksi», n.d.b). This analysis allowed us to assess the following components:

- Organizational and managerial component: the Center operates within the field of research on disinformation and propaganda in Russian academic publications. Its main objective is to identify fake narratives and develop analytical tools to counter information influence. The Center employs four researchers — two Doctors of Economic Sciences and two Candidates of Economic Sciences (equivalent to PhDs). It maintains partnerships with the University of Helsinki, CNRS (France), LAPP/IN2P3/CNRS, Annecy (France), among others.

- Content and methodological component: the research scope covers the humanities and social sciences. The Center applies content analysis, fact-checking, and comparative research methods.

Analytical outputs are presented in the form of analytical papers, reports, and reference notes, as well as journalistic articles.

- Communication and analytical component: the research findings are published as analytical reviews and reports. The Center also provides recommendations on information security in academia, addressing both national and international levels of information influence.

Conclusions and Prospects for Future Research

The study has identified the main trends in the development of university-affiliated think tanks in Ukraine. Their activities are gradually evolving from fragmented initiatives toward a systemic institutional format that combines research, educational, and expert-analytical functions.

It has been determined that centers characterized by a high level of openness, interdisciplinarity, and partnership tend to have a stronger impact on educational policy formation. However, their further development is constrained by the lack of regulatory frameworks, sustainable funding, and clear performance indicators.

Future research should focus on a comparative analysis of Ukrainian and European models of university analytics, the development of evaluation criteria for assessing the effectiveness of think tanks, and the identification of optimal mechanisms for integrating analytical functions into the higher education governance system.

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Крижановська В.

ОСОБЛИВОСТІ ДІЯЛЬНОСТІ АНАЛІТИЧНИХ ЦЕНТРІВ В УНІВЕРСИТЕТАХ УКРАЇНИ

Анотація. Актуальність дослідження зумовлена зростанням ролі університетів як осередків аналітичної та експертної діяльності в умовах воєнних викликів, цифрової трансформації та інтеграції України до європейського освітнього простору. Університетські аналітичні центри дедалі частіше виступають майданчиками для вироблення освітньої політики, громадського діалогу та наукового консультування органів влади, що підкреслює необхідність комплексного оцінювання ефективності їхньої діяльності. Мета статті полягає в оцінюванні ефективності функціонування університетських аналітичних центрів України на основі аналізу їхніх організаційно-управлінських, змістово-методичних і комунікаційно-аналітичних характеристик. Завдання дослідження охоплюють визначення сучасного стану, особливостей і потенціалу розвитку університетської аналітики як складової системи управління вищою освітою. У процесі дослідження розроблено та обґрунтовано критеріальний підхід, який включає три блоки оцінювання: організаційний, змістово-методичний і комунікаційний. Для збору емпіричних даних застосовано контент-аналіз відкритих джерел, аналітичних продуктів і публічних матеріалів українських університетських аналітичних центрів. Проаналізовано діяльність п'яти провідних центрів: Міждисциплінарного науково-освітнього центру протидії корупції в Україні (ACREC),

Школи політичної аналітики НаУКМА, Навчально-наукового центру «Карпатський інститут аналітики» Прикарпатського національного університету імені Василя Стефаника, Центру соціальних досліджень та Дослідження фейків і пропаганди у російській науці Сумського державного університету. Результати дослідження показали, що більшість центрів демонструють розвинену тематику досліджень, активну комунікаційну діяльність і прагнення до міжнародної інтеграції. Водночас окремі центри стикаються з низкою викликів — відсутністю нормативного регулювання, сталій системі моніторингу ефективності, нестачею фінансових і кадрових ресурсів. Визначено тенденцію до посилення міжуніверситетської співпраці, розширення участі у міжнародних проєктах, зростання значення аналітичної експертизи у формуванні державної та освітньої політики. Зроблено висновок, що університетська аналітика є вагомим інструментом підвищення якості управління системою вищої освіти, формування стратегічного бачення її розвитку та зміцнення взаємодії між академічним середовищем, суспільством і державою. Для подальшого утвердження цього напрямку необхідні цілеспрямовані кроки щодо методичного, правового та комунікаційного зміцнення аналітичних центрів при університетах України.

Ключові слова: аналітичний центр, вища освіта України, освітня політика, університетський аналітичний центр, університетська аналітика.

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