MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

NATIONAL UNIVERSITY OF WATER AND ENVIRONMENTAL ENGINEERING

APPROVED

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ALUMNI ENGAGEMENT STRATEGY OF THE NATIONAL UNIVERSITY OF WATER AND ENVIRONMENTAL ENGINEERING FOR 2026–2030

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1. GENERAL PROVISIONS

1.1. The Alumni Engagement Strategy of the National University of Water and Environmental Engineering (hereinafter – NUWEE) for 2026–2030 (hereinafter – the Strategy) serves as an operational instrument for implementing the *NUWEE Development Strategy 2026–2030* in terms of developing an open partnership ecosystem, strengthening brand reputation, and establishing sustainable engagement with alumni as a key group of external stakeholders.

1.2. The Strategy is implemented taking into account the contemporary challenges of martial law, security conditions, the expanding role of digital communication services, and the necessity to consolidate and maintain connection with alumni located across different regions of Ukraine, serving in the Defence Forces of Ukraine, or residing abroad.

1.3. ALMEX contribution. This Strategy was developed within the Erasmus+ project "Alumni Engagement Excellence: Building University Capacity for Sustainable Alumni Engagement" (101236357 - ALMEX - ERASMUS-EDU-2025-CBHE). It translates the evidence and methods generated under WP3 into NUWEE's institutional context. It draws on European practices examined through the project, the ALMEX Alumni Needs Analysis Report, the Best Practices in Alumni Engagement Report, and the alumni engagement indicators developed under T3.4, adapting these inputs to NUWEE's institutional priorities, alumni profile, and existing alumni relations system (collaborating with VU Amsterdam, UAlicante, SGH Warsaw, ZNU, SumDU, and UCU).

1.4. The legal framework of the Strategy comprises the applicable legislation of Ukraine in the fields of higher education, personal data protection, employment, innovation, youth, and civil society activities, including:

- Law of Ukraine "On Higher Education";
- Law of Ukraine "On Personal Data Protection" (No. 2297-VI);
- Law of Ukraine "On Public Associations" (No. 4572-VI).

1.5. At the intra-university level, the implementation of the Strategy is based on:

- The Charter of NUWEE;
- The NUWEE Development Strategy 2026–2030;
- Internal regulatory documents governing the internal quality assurance system in education, employment facilitation for students and alumni, data

protection and cybersecurity, institutional communication policy, and the operation of the University's structural subdivisions.

1.6. Organizational and coordinating support for the implementation of the Strategy is assigned to the designated structural subdivision of the University – the Partnership Development Centre (hereinafter – PDC) – in close cooperation with educational and scientific institutes (hereinafter – ESI), graduating departments, structural subdivisions of NUWEE, study programme guarantors, and student self-government bodies.

2. BASELINE CONDITIONS AND DEVELOPMENT NEEDS OF THE NUWEE ALUMNI ENGAGEMENT SYSTEM

The National University of Water and Environmental Engineering has a history spanning more than a century and has established a robust alumni community whose members currently work across diverse professional fields, lead enterprises, institutions, and organizations, and execute scientific, managerial, civic, and entrepreneurial projects both in Ukraine and internationally. The geographic scope of professional activity of NUWEE alumni encompasses diverse regions of Ukraine and countries worldwide, creating substantial human, professional, social, and reputational capital for the University.

Concurrently, contemporary transformations in higher education, the evolution of digital communications, graduate mobility, and the expanding role of university communities underscore the necessity for developing a systemic and mutually beneficial framework for NUWEE alumni engagement.

The University has already implemented individual mechanisms and formats for alumni interaction, including engaging alumni in the enhancement of study programmes, career trajectory tracking, the operation of Alumni Councils within Educational and Scientific Institutes (ESIs), and alumni involvement in educational, professional, and other university-wide initiatives. The Strategy does not seek to replace these established practices; rather, its objective is to align, expand, and cultivate the institutional conditions necessary for systemic engagement at the University level.

Accordingly, the primary baseline conditions and development needs are:

2.1. The Need to Further Develop the Institutional Model of Alumni Engagement

Existing formats of alumni engagement are carried out by various structural subdivisions and members of the university community. The ongoing development of this activity requires the alignment of roles and operational formats among the Partnership Development Centre (PDC), ESIs, academic departments, study programme guarantors, student self-government bodies, and other structural subdivisions.

A critical priority is the establishment of shared principles and approaches to alumni engagement, the definition of key coordination mechanisms, and the integration of relevant activities into the University's operational planning.

2.2. The Need to Establish a Unified Digital Environment for Alumni Engagement

Information concerning alumni and their engagement histories is currently generated and maintained across disparate structural units and disconnected information resources. The further development of alumni engagement requires establishing a unified digital environment to facilitate the systematic updating of contact and professional information, ensure efficient communication, and provide an analytical foundation for strategic planning.

Essential prerequisites for this development are compliance with the principles of voluntary participation, adequate user notification, personal data protection, and the responsible handling of alumni records.

2.3. The Need to Cultivate a Sustainable Culture of Engagement and Community Development

NUWEE's century-long institutional history has fostered an extensive network of alumni united by their educational experience at the University. However, the frequency and specific formats of subsequent alumni interaction vary depending on individual career paths, geographic residence, and personal engagement levels.

This necessitates creating an open and accessible environment where alumni have accessible avenues to maintain connections with the University, network with fellow graduates, share expertise, launch proprietary initiatives, and actively contribute to the development of the broader university community.

2.4. The Need to Advance Educational and Professional Collaboration with Alumni

The professional expertise of alumni constitutes an invaluable source of practical insight and specialized knowledge that enriches the educational process, professional orientation, and career prospects of enrolled students.

Expanding this collaboration involves broadening opportunities for alumni participation in curriculum enhancement, practice-oriented learning, mentoring, guest lectures, professional forums, practical training, internships, and other formats of direct student engagement. Simultaneously, the University possesses the institutional capacity to offer professional development opportunities to alumni themselves by leveraging NUWEE's academic, research, and expert resources.

2.5. The Need to Further Unlock the Partnership, Reputational, and Resource Potential of the Alumni Community

The professional and personal networks of alumni offer substantial potential for expanding the University's partnerships with business entities, public authorities, the civil sector, and academic and scientific institutions across Ukraine and abroad.

Strategic importance is attached to engaging alumni who serve as corporate executives, subject matter experts, entrepreneurs, scholars, professional community leaders, and opinion leaders globally. Advancing these networks can facilitate the dissemination of alumni best practices, bolster NUWEE's institutional reputation, broaden partnership opportunities, and foster the execution of joint academic, research, social, and international initiatives. Over the long term, the alumni community can evolve into a vital source of social, professional, reputational, and institutional capital for the University.

3. STRATEGY OBJECTIVE

The objective of the Strategy is to establish an effective partnership framework with NUWEE alumni through institutional streamlining of their engagement, the deployment of a unified digital interaction platform, and the integration of the alumni community's potential into advancing the University's key objectives in alignment with the *NUWEE Development Strategy up to 2030*.

Looking ahead to 2030, the Strategy is aimed at transitioning toward a sustainable model of long-term partnership in which alumni become active

participants in university life, serving as industry experts, mentors, employers, NUWEE ambassadors, and strategic partners.

4. MISSION AND VISION

Mission. To unite NUWEE alumni into an active, cohesive community grounded in shared values, and to create an environment for continuous engagement that fosters the mutual development of the University, its students, and the alumni themselves.

Vision. NUWEE is a university distinguished by a strong, globally recognized alumni community, where every graduate experiences an enduring sense of belonging to the alumni network, and where engagement between the University and its alumni embodies an intrinsic culture of mutual support, professional growth, and collaborative innovation.

5. IMPLEMENTATION PRINCIPLES

The implementation of the Strategy is grounded in the following core principles:

5.1. Integration with the NUWEE Development Strategy

All priority areas, operational activities, and formats of alumni engagement are directly aligned with the goals and strategic priorities of the *NUWEE Development Strategy 2026–2030*, fostering practice-oriented education, business partnerships, and the reinforcement of the University's brand reputation.

5.2. Institutional Proactivity and Cultivating a Culture of Belonging

NUWEE proactively assumes the role of initiator in fostering dialogue and offering continuous support to its graduates. The University creates opportunities for professional networking, merit recognition, lifelong learning, and collaborative engagement – not for immediate transaction, but to cultivate a sustainable, enduring culture of connection with Alma Mater.

5.3. Voluntary Participation, Mutual Trust, and Personal Data Protection

The inclusion of alumni in institutional databases, communication channels, expert pools, and mentorship initiatives operates strictly on a voluntary basis, ensuring rigorous compliance with the applicable legislation of Ukraine and European standards for personal data protection.

5.4. Inclusivity and Community Openness

The alumni community is open and accessible to graduates of all graduation years, academic disciplines, and Educational and Scientific Institutes (ESIs), irrespective of their current geographic location (whether within Ukraine or abroad), field of employment, or career progression.

5.5. Institutional Synergy and Distributed Responsibility

Alumni engagement is not confined to a single structural unit: coordination and operational functions are executed through close cross-functional collaboration among the PDC, Alumni Councils, ESIs, academic departments, study programme guarantors, and student self-government bodies.

5.6. Agility and Responsiveness to Community Needs

Operational formats are dynamic and adaptive: the University continuously aligns its mechanisms of engagement with the evolving real-world and professional needs of alumni and enrolled students in a rapidly changing socioeconomic environment.

5.7. Transparency and Partnership Ethics

All joint projects, informational campaigns, and expert initiatives are executed on the tenets of institutional openness, academic integrity, and mutual respect between the academic community and alumni.

6. PRIORITY AREAS AND STRATEGIC OBJECTIVES

The NUWEE Alumni Engagement Strategy is built upon five interconnected priority areas that chart a trajectory from internal operational processes to external partnership. Each priority area addresses a fundamental question in developing the University's comprehensive alumni ecosystem:

Priority Area	Core Question
1. Institutional	Who manages the alumni domain and through what mechanisms?
2. Digital	How do we identify, engage, and communicate with alumni?
3. Community	How do we foster an active and vibrant alumni community?
4. Engagement	What reciprocal value do alumni and the University generate in education and career advancement?
5. Partnerships	How does the alumni potential serve as a resource for NUWEE's institutional advancement, and vice versa?

Priority Area 1. Institutional Model of Alumni Management

Strategic Objective 1: To establish an explicit, transparent, and functional governance system for alumni engagement that ensures coordination, distributed accountability, and systemic community operations at the University level.

Key Tasks:

- Designate the structural subdivision responsible for coordinating alumni engagement at the University level and formulate operational mechanisms for its inter-departmental collaboration;
- Delineate the roles and responsibilities of the PDC, ESIs, academic departments, study programme guarantors, communication units, and other structural subdivisions in alumni engagement;
- Develop and approve internal regulations and operational standards for collaborative alumni partnership;
- Design operational workflows and mechanisms to govern the acquisition, verification, and utilization of alumni data;
- Establish an alumni advisory board to participate in consultations on University advancement and alumni community relations;
- Integrate alumni engagement activities into the annual operational plans of relevant subdivisions;
- Institute systematic monitoring and reporting mechanisms regarding alumni engagement outcomes.

Expected Outcomes:

- A regulatory framework and an organizationally defined coordination system for alumni engagement are established;
- Responsible personnel and collaboration mechanisms among the PDC, ESIs, academic departments, study programme guarantors, and other structural subdivisions of NUWEE are formalized;
- An alumni advisory board is established and made operational;
- Systematic monitoring and reporting on alumni engagement outcomes are implemented;
- Alumni engagement is integrated into the operational planning of NUWEE.

Priority Area 2. Digital Ecosystem of the Alumni Community

Strategic Objective 2: To establish a unified digital infrastructure for record-keeping, communication, analytics, and interactive engagement with NUWEE alumni.

Key Tasks:

- Update and modernize the existing NUWEE alumni information database and ensure routine verification of contact details;
- Develop and deploy a CRM system to automate, streamline, and track alumni engagement workflows;
- Establish a transparent mechanism for voluntary alumni registration supported by adequate user notification and explicit consent for personal data processing;
- Cultivate diversified communication channels tailored for alumni: official web portal, targeted email campaigns, instant messengers, and institutional social media platforms;
- Ensure rigorous personal data protection and enforce role-based access control policies;
- Configure core analytical dashboards to track primary metrics and activities in alumni engagement.

Expected Outcomes:

- A modernized, unified digital alumni database is operationalized;
- A CRM system for tracking and managing alumni engagement is deployed and integrated;
- A structured procedure for systematic updating of contact and professional information is instituted;
- Segmented communication channels for alumni cohorts are established;
- An analytical foundation (dashboards) is created to support strategic decision-making and operational planning;
- A compliant standard of personal data protection and role-based data access governance is maintained.

Priority Area 3. Development of the Alumni Community and Culture of Engagement

Strategic Objective 3: To cultivate an active, open, and self-governing NUWEE alumni community rooted in institutional belonging, mutual support, professional collaboration, and collective participation in University advancement.

Key Tasks:

- Formulate an annual calendar of regular professional, educational, social, cultural, and communicative alumni activities;

- Establish avenues for lateral peer-to-peer engagement: professional networking, knowledge exchange, partnership identification, and execution of joint initiatives;
- Introduce recognition frameworks and public merit awards celebrating alumni achievements and contributions;
- Ensure the structured inclusion of alumni representatives in open strategic sessions, institutional consultations, and public forums regarding NUWEE priorities;
- Conduct regular alumni surveys to evaluate expectations, assess the quality of educational and research activities, and incorporate alumni feedback into University strategic development;
- Promote a culture of support for Alma Mater by involving alumni in the University's civic, volunteer, and veteran reintegration initiatives.

Expected Outcomes:

- A recognizable and open NUWEE alumni community characterized by enduring internal connections is established;
- Recurring formats for interaction among alumni and with the University are operational;
- A core cohort of active alumni community leaders is identified and engaged;
- An impactful framework for public recognition of alumni accomplishments and institutional contributions is established;
- An institutional culture of openness and accountability is reinforced through the systematic consideration of alumni perspectives;
- A culture of mutual trust and enduring belonging to Alma Mater is advanced.

Priority Area 4. Educational and Professional Collaboration

Strategic Objective 4: To leverage the professional expertise, specialized insight, and networks of alumni to enhance education, expand student career pathways, and advance Lifelong Learning.

Key Tasks:

- Engage alumni practitioners in curriculum peer review, study programme enhancement, professional expertise provision, and the reinforcement of practical training components;
- Institute systemic alumni-student engagement formats: mentorship programmes, guest lectures, and industry-focused discussions;

- Engage alumni to broaden the network of practical training sites, industrial internships, and early career placement opportunities for students;
- Facilitate knowledge exchange among alumni employers, faculty members, and researchers of NUWEE;
- Advance the Lifelong Learning dimension by extending educational and expert resources to alumni.

Expected Outcomes:

- The "Alumni-Mentor" programme is successfully implemented and operational;
- The practice-oriented focus of academic curricula is substantively strengthened;
- Effective and enduring alumni-student interaction formats are consolidated;
- Partnership opportunities for student practical placements, paid internships, and graduate employment are scaled.

Priority Area 5. Global Positioning, Ambassadorship, and Project Partnerships

Strategic Objective 5: To develop a mutually beneficial partnership framework with the alumni community to drive shared growth, strengthen institutional reputation, and augment the social and institutional capital of both alumni and NUWEE.

Key Tasks:

- Inaugurate regular, large-scale public and flagship events to showcase alumni collaboration and expand strategic partnerships;
- Execute dedicated media projects and targeted communication campaigns highlighting alumni success stories to enhance the NUWEE institutional brand;
- Foster collaborative research and development (R&D), innovation, and infrastructure partnerships with enterprises and institutions where alumni are employed or serve in leadership capacities;
- Establish transparent mechanisms for non-financial and resource-based alumni contributions in support of University initiatives;
- Develop a nationwide and international network of NUWEE Ambassadors to champion the University's interests and elevate its reputation in Ukraine and abroad.

Expected Outcomes:

- The University-wide Alumni Forum (Alumni Day) is convened annually;
- The institutional reputation and public brand profile of NUWEE are elevated based on the documented achievements of its alumni;
- Collaborative R&D projects, laboratory modernization ventures, and student-focused initiatives are executed and scaled;
- Transparent, accountable frameworks for non-financial and resource contributions are implemented;
- An active, functioning network of national and international University Ambassadors is established.

7. KEY PERFORMANCE INDICATORS (KPIs)

To ensure an objective evaluation of the Strategy's implementation, a balanced system of measurable, realistic, and verifiable KPIs is utilized. These indicators are assigned to NUWEE structural subdivisions in accordance with their functional scope, areas of responsibility, and degree of involvement in developing the alumni ecosystem. The indicators are grouped by strategic priority areas and designed for systematic semester and annual monitoring, data-driven decision-making via CRM analytics, and automated visualization within the University's analytical dashboard.

№	Strategic Priority Area	Key Performance Indicator (KPI)	Calculation Method / Indicator	Data Source	Frequency	Responsible Subdivision
1	Priority Area 1	Number of alumni serving on advisory and governing bodies	Reports from heads/secretaries of respective bodies; dedicated data collection form	Meeting minutes, rector's orders, secretary questionnaires	Annually	Alumni Council, PDC, Rectorate
2	Priority Area 1	Administration's assessment of alumni impact on strategic decisions	Survey	Annual administration survey	Annually	PDC
3	Priority Area 2	Number of alumni registered	Data from graduation orders	Graduation orders, EDEBO,	Annually (post-	PDC, Academic

№	Strategic Priority Area	Key Performance Indicator (KPI)	Calculation Method / Indicator	Data Source	Frequency	Responsible Subdivision
		in the digital alumni system	and the Unified State Electronic Database on Education	digital clearance check-out form / CRM	graduation)	Affairs Department, Computer Information Centre (CIC)
4	Priority Area 2	Proportion of alumni with verified/updated contact details	Number of alumni with verified contact data / Total number of registered alumni \ 100\%	CRM system, email outreach metrics, digital form records	Annually	PDC, CIC
5	Priority Area 3	Alumni satisfaction rate with engagement	Survey	Annual survey of registered alumni	Annually	PDC
6	Priority Area 3	Number of alumni participating in events	Submissions from structural subdivisions	Event registries, CRM system	Annually	PDC
7	Priority Area 4	Level of alumni engagement in study programme advancement and quality assurance	Submissions from structural subdivisions	Education Quality Assurance Department, academic department / ESI minutes	Annually	Education Quality Assurance Department, study programme guarantors, ESI Directorates
8	Priority Area 4	Number of alumni mentors	Submissions from structural subdivisions	Reporting documentation of the “Alumni-Mentor” programme	Once per semester	PDC, ESI Directorates
9	Priority Area 4	Number of students involved in mentoring initiatives	Submissions from structural subdivisions	PDC event registration forms, institutional orders, and internship records	Once per semester	PDC, graduating departments

№	Strategic Priority Area	Key Performance Indicator (KPI)	Calculation Method / Indicator	Data Source	Frequency	Responsible Subdivision
10	Priority Area 5	Number of joint initiatives implemented with alumni participation	Submissions from structural subdivisions	Standardized event organizer form, CRM registration log	Annually	PDC, event organizing committees, Public Relations Department
11	Priority Area 5	NUWEE Ambassador Network	Number of officially appointed, active University Ambassadors (in Ukrainian regions and internationally)	Registry of NUWEE Ambassadors, cooperation agreements/memoranda	Annually	PDC

8. IMPLEMENTATION PHASES OF THE STRATEGY

The implementation of the Strategy covers the period of 2026–2030 and is executed across three consecutive phases:

Phase I (2026–2027): Institutional Launch and Foundational Development

- Regulatory assignment of alumni engagement coordination functions to the Partnership Development Centre (PDC) and the designation of responsible personnel across ESIs and academic departments;
- Preparation of technical specifications for the CRM module and integration of the digital alumni questionnaire into the graduating students' electronic clearance process;
- Execution of pilot verified data collection among Bachelor's and Master's degree graduates;
- Establishment of a baseline register of alumni experts for engagement in study programme reviews and educational quality assurance procedures;
- Piloting of the “Alumni-Mentor” programme across designated educational and scientific institutes;
- Execution of three pilot alumni engagement activities;
- Preparation and presentation of the first annual analytical alumni engagement report to the Rectorate.

Phase II (2028–2029): Rollout, Deployment, and Community Scaling

- Full-scale deployment of the CRM system for tracking NUWEE alumni interaction and extending digital services across all educational and scientific institutes;
- Systemic participation of alumni practitioners in study programme operational teams and Employers' Councils;
- Comprehensive rollout of the "Alumni-Mentor" programme and expansion of the partnership pool for employment vacancies, practical placements, and industrial internships;
- Organization and delivery of the 1st University-wide Alumni Forum (Alumni Day);
- Expansion of the national and international network of NUWEE Ambassadors;
- Launch of collaborative infrastructure, research (R&D), and social initiatives.

Phase III (2030): Integration and Sustainable Alumni Engagement Ecosystem

- Full integration of alumni engagement records into the unified University digital management architecture;
- Operation of sustainable, accountable mechanisms for non-financial, expert, and resource-based support for University projects;
- Preparation of the final Strategy execution report for the Academic Board of NUWEE and formulation of strategic cooperation targets for the subsequent planning cycle.

9. GOVERNANCE AND ALLOCATION OF RESPONSIBILITY

The implementation of the Strategy is structured upon a model of distributed responsibility and cross-departmental collaboration:

- **Rectorate and the Academic Board of NUWEE:** Exercise general strategic oversight, approve necessary internal regulatory policies, allocate required resources, review annual reports, and align alumni engagement outcomes with the overarching strategic trajectory of the University.

- **PDC – Strategy Coordinator:** Ensures comprehensive coordination and operational management of strategic activities, administers the "Alumni-Mentor" programme, conducts annual monitoring, and compiles consolidated reports.
- **Educational and Scientific Institutes (ESIs) and Academic Departments:** Maintain direct communication with alumni of relevant academic disciplines, organize reunions, guest lectures, and professional events, support contact database maintenance, and aggregate institutional needs for mentoring and practical student training.
- **Study Programme Guarantors and Education Quality Assurance Department:** Engage alumni practitioners in working groups for curriculum review and quality enhancement, record alumni feedback, and incorporate strategic recommendations into study programmes.
- **Computer Information Centre (CIC):** Provides digital infrastructure support, software development, CRM system integration, data security protocols, and manages role-based access to personal records.
- **Public Relations Department:** Executes targeted media campaigns, ensures wide public coverage of alumni achievements, strengthens the NUWEE institutional brand, and supports the international Ambassadors network.
- **Student Self-Government Bodies (Student Parliament, Trade Union Committee):** Act as operational partners in organizing career and networking events, liaise with alumni mentors, and deliver feedback regarding student satisfaction with career initiatives.

10. MONITORING AND REPORTING

Monitoring of the Strategy's execution ensures administrative transparency, data-informed governance, and operational agility across three systematic tiers:

- **Current (Semester) Monitoring:** Routine tracking of CRM database growth, graduate conversion rates via electronic clearance forms, active mentorship pairs under the "Alumni-Mentor" programme, practical placement agreements secured, and specialized career sessions conducted. Executed jointly by the PDC, ESIs, and academic departments.
- **Annual Monitoring:** Compilation of an annual consolidated Report on the Implementation of the Alumni Engagement Strategy. The report evaluates

progress against the 11 approved KPIs, synthesizes executive survey feedback on alumni impact on strategic decisions, identifies emerging operational risks, and proposes corrective measures for the subsequent academic year. It is submitted to the Rectorate and disclosed to the academic community.

- **Strategic Evaluation:**
  - ***Mid-term Review (Late 2028)****:* Comprehensive revision of the implementation roadmap, evaluation of the alumni framework's contribution to the mid-term benchmarks of the *NUWEE Development Strategy*, scaling of proven practices, and launching the university-wide alumni engagement satisfaction index.
  - ***Final Evaluation (2030)****:* Exhaustive impact assessment of the established alumni ecosystem on institutional reputation, external partnerships, educational quality, financial resilience, and the fulfillment of NUWEE's mission.
- **Utilization of Results:** Aggregated analytical data serves as the empirical basis for updating structural unit operational plans, adjusting ESI institutional rating indicators, preparing self-evaluation reports for NAQA programmatic accreditations, and honoring distinguished alumni and strategic University partners.

11. RISKS AND SUSTAINABILITY

Successful implementation of the Strategy requires proactive risk management to maintain the institutional, operational, and security sustainability of NUWEE's alumni ecosystem:

- **Security and Wartime Operational Challenges:** Adapting engagement initiatives to online and hybrid formats, implementing secure digital services, and maintaining targeted support for alumni serving in the Defence Forces of Ukraine or residing abroad.
- **Low Alumni Engagement Levels:** Designing a clear mutual value proposition (business networking, Lifelong Learning offerings, mentoring schemes) alongside targeted, personalized outreach powered by CRM analytics.
- **Cybersecurity and Personal Data Protection:** Enforcing voluntary registration protocols based strictly on informed consent (in compliance

with GDPR standards and Ukrainian statutory legislation) combined with rigorous role-based access control policies.

- **Post-Project Sustainability (ALMEX Project):** Institutionalizing coordination responsibilities within regular salaried PDC positions, obtaining formal approval of operational regulations from the Academic Board, and integrating CRM licensing and maintenance costs into the University's recurrent annual budget.

12. EXPECTED OUTCOME BY 2030

By 2030, NUWEE will have established a sustainable, university-wide alumni engagement ecosystem that integrates institutional coordination, a unified digital infrastructure, an active alumni community, educational and professional collaboration, and enhanced partnership, reputational, and resource opportunities.

The implementation of the Strategy will ensure a qualitative transition from fragmented activities toward an enduring institutional partnership between the University and its graduates, anchored in mutual value, professional synergy, and collaborative commitment to the advancement of NUWEE.