

# CERTIFICATE

which certifies that

*Liubov Makhnats*

has participated in the trainings  
from **October 13<sup>th</sup>** till **December 1<sup>st</sup>, 2025**

conducted jointly by **Kozminski University** and **Nord University**

under **“The Universities’ Reaction to Big Obstructions: Building resilient higher  
education to respond and manage societal crises” (TURBO)** project

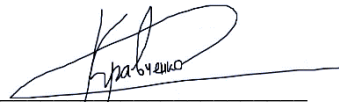
funded by the **European Union**

and successfully completed

## Light program

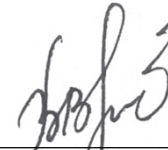
(120 hours, 4 ECTS credits)

December, 2025



**Grygorii Kravchenko**

Vice-Dean of the College of Finance and Economics, Dr.  
Kozminski University



**Veronika Vakulenko**

Associate Professor, Dr.  
Nord University Business School

**“The Universities’ Reaction to Big Obstructions: Building resilient higher education to respond and manage societal crises” (TURBO) project**

## **Light program**

### **Learning outcomes:**

#### *Knowledge*

upon completion of the course, the participants gained knowledge and understanding about:

- Strategic and crisis management for university leaders, including crisis management, finance aspects in higher education institutions (HEIs) and COSO framework.
- Digitalisation at university and e-learning methods, quality assurance and programme assessment.
- Building an interactive university, including career development hubs and relations with business.

#### *Skills*

upon completion of the course, the participants will be able to:

- Apply scenario building methods to identify and analyse challenges with greatest impact on modern universities.
- Use innovative approaches for quality assurance and e-learning methods.
- Employ modern practical tools for personalized career counselling and guidance.

#### *General competence*

upon completion of the course, the participants will improve their:

- Abilities for effective operational activities of a university.
- Ability to leverage professional networking platforms.
- Teaching quality based on digital transformation initiatives.