

**UCU BUSINESS
SCHOOL**

Growing country by
growing companies and people

UCU BUSINESS SCHOOL ACTIVITY REPORT

**FROM SEPTEMBER 2024
TO DECEMBER 2025**





The period from September 2024 to December 2025 became a time of systemic development, international cooperation, and community strengthening for the UCU Business School. At the same time, it was marked by the loss of dear people; yet it also brought many reasons for gratitude and a renewed sense of hope.

Despite these challenges, together with our students, faculty, alumni, partners, and friends, we continue to design programmes and initiatives that have a tangible impact on companies, communities, and the future of our country. We remain committed to advancing business education that is grounded in global standards while being deeply embedded in the Ukrainian context.

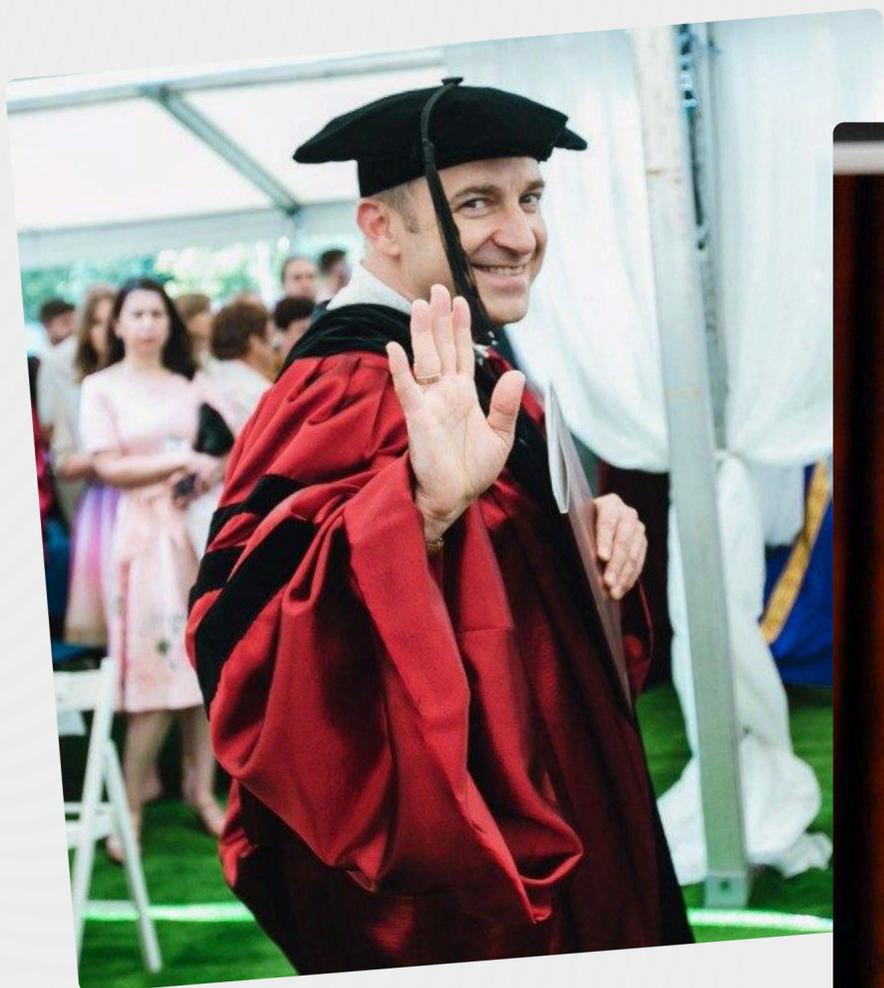
At a time when Ukrainian companies are operating at the very limits of their capacity and society is searching for new sources of direction, the UCU Business School creates a space where knowledge is transformed into action and business growth is rooted in ethics, the common good, and responsible leadership. We believe that even in the most challenging times, education can serve as a powerful force for change—offering hope, support, and clear direction for the development of Ukraine's managerial culture.

In this report, we share the key outcomes of the UCU Business School's activities and express our sincere gratitude to everyone who stands shoulder to shoulder with us in building a responsible, resilient, and inspired business environment—one where even in times of profound upheaval, growth and development remain possible."

— Yaryna Boychuk, CEO of the UCU Business School

The UCU Business School has established the

YAROSLAV RUSCHYSHYN MEMORIAL FUND



to develop and support research, educational programs, and public initiatives dedicated to the theme of trust. The total amount invested by UCU Business School in the fund amounts to half a million dollars. The tragic death of **Yaroslav Ruschyshyn** in 2025 has been an irreparable loss for the entire community. Yaroslav Ruschyshyn was a civic leader, philanthropist, entrepreneur, and politician; the founding initiator of the UCU Business School and an Honorary Senator of the Ukrainian Catholic University.

[Learn more about fund](#)

EDUCATION GROWS THE MIND

In the summer of 2025 **68 students** successfully defended their master's thesis projects. At the beginning of the new academic year, **84 students** enrolled in UCU Business School's [master's programs](#).

During this academic year, the School also celebrated **1,411 graduates** of open [executive education programs](#), [online courses](#), and educational programs created in partnership. All current programs were updated to address the challenges and needs of the business environment.

The number of participants who continued their studies in master's programs after completing open programs increased, demonstrating a commitment to the principle of lifelong learning.

Among the UCU Business School alumni are 17 veterans and 11 active service members.

Fifty-nine veterans, active military personnel, and their family members are enrolled in various programs at the school.



The School continued its partnership with the **"Come Back Alive" Foundation**: over the past year, **five members** of the Foundation's team completed training, **since the beginning of the collaboration - eighteen participants**.

For the third time this year, the [Oleh Vorobiov Scholarship](#) was awarded from the sustainable scholarship fund established by the School in honor of the Hero.

68

students successfully defended their master's thesis projects

84

students enrolled in UCU Business School's master's programs for the 2025-26 academic year.

809

Alumni

1411

participants completed open executive education programs, online courses, and grant-funded programs

29

corporate educational programs

5

educational programs created in partnership

EDUCATIONAL PROGRAMS CREATED IN PARTNERSHIP:

Modern Management Tools
for Healthcare Institutions

Leadership School for Heads of
Prosecutorial Bodies and Units

Leaders for
Health 2.0

Leadership in Times of
Change for NABU Managers

Resilience School
for Veteran-Owned Businesses

The key partners supporting these educational programs include the International Narcotics and Law Enforcement Affairs Section (INL) of the U.S. Embassy in Ukraine, the Swiss Agency for Development and Cooperation, the World Bank, and the Ukraine–Moldova American Enterprise Fund.



Center for
Leadership

In particular, UCU Business School, together with the [UCU Center for Leadership](#) and the Training Center of Prosecutors of Ukraine, and with the support of the INL Section of the U.S. Embassy in Ukraine, implemented the program “[Leadership School for Heads of Prosecutorial Bodies and Units](#).” The value of the program lies in strengthening the managerial capacity of leaders within prosecutorial institutions.

Leaders 2.0 FOR Health

[The Leaders for Mental Health 2.0](#) program brought together managers, healthcare professionals, community representatives, and civil society organizations to jointly explore new approaches to developing the mental health system.



In addition, [Stanford Ignite Ukraine](#) took place for the second time this spring. The program is a joint initiative of the [UCU Ideas Center](#), [Stanford Graduate School of Business](#), [the Ministry of Economy of Ukraine](#), and [Ukrainian Catholic University](#). **Forty Ukrainian entrepreneurs**, including **11 alumni of UCU Business School**, spent one week studying at UCU and then three weeks immersed in learning at the Stanford campus, analyzing their business models with GSB professors, meeting investors, and visiting top global companies. In the fall of 2025, Stanford Ignite Ukraine announced the participants of its third cohort — among them, **10 Business School alumni!**





UNIVERSITY OF
NOTRE DAME

The Resilience School for Veteran-Owned Businesses, is designed for owners of

veteran businesses, businesses run by family members of veterans, and families of fallen, missing, or captive defenders and servicewomen and servicemen, as well as veterans and the families of State Emergency Service (SES) employees. To date, 23 businesses have joined the program and will take part in a 10-month learning journey. The program was designed and is being implemented by the UCU Business School in partnership with the Ukraine – Moldova American Enterprise Fund.



In the fall of 2025, academic year, UCU Business School, in partnership with the Frontlines Business Institute, launched the project **“Business on the Frontlines”**, which aims to serve communities affected by war, conflict, and crises through business. The project is led by **UCU Business School lecturer Artem Kornetskyi**, and **University of Notre Dame professor Viva Bartkus** also joined the program. Together with students of the **Key Executive MBA program** at UCU Business School, they worked on community issues in the town of **Rozdil, Lviv region**, developing solutions to pressing challenges alongside mentors and faculty. The collaboration began in 2023, and now **“Business on the Frontlines”** is a permanent project at UCU Business School.



CORPORATE EDUCATION FOR BUSINESS

The corporate education direction – training companies to address business challenges and maximize results – delivered 20 programs this year. Clients included companies such as



During this challenging period, corporate clients most frequently requested training in:

leadership

crisis management

systems and strategic thinking

customer-centricity

asymmetric competition mindset

financial literacy

organizational design

teamwork

stakeholder engagement

For its corporate programs, UCU Business School invites international faculty, facilitating discussions on Ukrainian leadership challenges in a global context.



Some of the most recent corporate programs included:



In collaboration with [SoftServe](#) and [Lviv Polytechnic National University](#), a program for university leaders is being implemented, aimed at enhancing the effectiveness and quality of educational offerings. The program's goal is to support institute directors, heads of departments, and academic program guarantors in developing a culture of leadership, creating distinctive educational products, and improving their quality through interactive methods such as discussions, case studies, practical exercises, and expert support from leading leaders of higher education institutions in Ukraine, including Ukrainian Catholic University (UCU).

Training program for the talent pool development at Ukrnafta – the largest oil and gas company in Ukraine.

The program's goal is to develop the key managerial competencies of the team, as defined by Ukrnafta's corporate model.



Beneficiary development program for the “Climate Innovation Vouchers” in partnership with Greencubator. The “Climate Innovation Vouchers” is one of the largest grant competitions in Ukraine for innovators in the field of green and climate-friendly technologies. It is part of the EBRD program “Centre for Climate Finance and Technology Transfer”, supported by the EU under the EU4CLIMATE initiative. In Ukraine, it has been implemented since 2017 by the NGO Greencubator. The UCU Business School acts as the educational partner of this project.



LAUNCH OF NEW PROGRAMS AND COURSES

A significant milestone in the School's development was the launch of a new master's program, [Management of Impact-Driven Organizations](#).

The program was created in response to sustained demand from representatives of business and the non-profit sector for effective management approaches that ensure systemic organizational performance and a human-centered culture. The program is built around organizational development, integrating other key management disciplines and courses.

Recognizing the value of a holistic approach within the lifelong learning framework, UCU Business School has developed comprehensive educational program portfolios.

They address key aspects of development for both top management and teams. In particular, we offer three core trajectories:

01

Comprehensive training for line managers

02

Comprehensive training for business owners, senior executives, and CEOs

03

Comprehensive training for teams, departments, and organisations

In addition, the UCU Business School launched a new programme, "[Pricing Strategies](#)," and continued to actively expand its portfolio of online courses on [the UCU Online platform](#), enabling learners from different countries and regions to access high-quality education.

Key thematic areas include:

- teamwork and collaboration
- customer-centricity in business
- asymmetric competition thinking
- organisational design



From the start of the 2024-2025 academic year, the School has offered **11 new courses**, including 9 delivered jointly with international visiting professors and 2 taught by UCU Business School faculty.



Cracking the code of Human Behaviour
J.D. Geertsema (Human Logic, Netherlands)



Complexity Theory
Dave Snowden (Cynefin, UK)



Management 4.0
Luca Fumagalli, Sergio Terzzi, Josip Kotliar (POLIMI, Italy)



Conflict Management
Alla Heorhiadi, John Conbere, (SEAM Institute, USA)



Strategic Management
Bernd Kirschner (MCI, Austria)



Comprehensive Problem Solving
Natalia Lahotska (UCU Business School, Ukraine)



Global Politics&Economics
Mats Karlsson (World Bank, Sweden)



Knowledge Management
Dr. Vincent Ribiere (Bangkok University, Thailand - France)



Self-Organizing Organizations
Natalia Oboznenko, Ostap Salovskyi (UCU Business School, Ukraine)



AI in Marketing
Olena Zanichkovska (The Gradient, Ukraine)



Research Methodology
Alla Heorhiadi (SEAM Institute, USA)



Business Strategies for Social Impact
Prof. Catherine Klein (Wharton, USA)

Two certificate programs are also offered in English:

SEAM: The Mental Model of Future Management

Technology Management Program



INTERNATIONAL MOBILITY OF STUDENTS AND FACULTY

For the third consecutive year, within a bilateral partnership with POLIMI (Politecnico di Milano), **30 students** participated in **11 five-day bootcamps** together with students of the International MBA program.

Faculty:

Natalia Lahotska began her studies in the Master's Programme in Education Reconstruction (Ukraine) at the University of Warwick.

Ostap Salovskyi participated in the CIVICA Ukrainian Scholars Short Visits project at the Stockholm School of Economics.

Artem Kornetskyi took part in the CIVICA Ukrainian Scholars Short Visits project at the London School of Economics.

ENGAGEMENT WITH **THE INTERNATIONAL** ACADEMIC COMMUNITY



Leader Character Award

Andrii Rozhdestvenskyi, Executive Director of the UCU Leadership Center and a faculty member of the UCU Business School, received the prestigious international Leader Character Award in Canada from the Ian O. Ihnatowycz Institute for Leadership at Ivey Business School. This award is presented to leaders who, through their lives and actions, exemplify the power of character, responsibility, and resilience. The collaboration between the two centers developed through a personal connection and mutual professional interest. Since then, both teams have been united by a common conviction: Character is the foundation of effective leadership, regardless of sector, context, or challenges.

In May 2025, the 3rd International Well-Being Leadership Conference, took place. The event was the result of a collaboration between the UCU Center for Leadership, the UCU Business School, the Ian O. Ihnatowycz Institute for Leadership at Ivey Business School, and the UCU Institute of Mental Health. The conference brought together over a hundred managers, researchers, military personnel, mental coaches, and educators from Ukraine, Canada, the USA, South Africa, and France. The theme of the conference was moral injury, with the central question focusing on the leader's role in situations when the very soul is in pain.



Between September 2024 and December 2025, faculty members of the School presented their research and gave talks at international conferences and forums abroad.



Purposeful Leadership During Crisis: War in Ukraine, Online, September 19, 2024

Andrii Rozhdestvenskyi, Sofiya Opatska
(topic: Purposeful Leadership During Crisis: War in Ukraine)



Ukrainian Studies Hub Conference "Revolutions of Hope: Resilience and Recovery in Ukraine", March 6–8, 2025

Sofiya Opatska (topic: Revolutions of Hope: Resilience and Recovery in Ukraine), Yaryna Boichuk (topic: How the UCU Business School grows its' Impact: The Role of Business Within Communities in Wartime Ukraine)



Future of Computing Conference, London, United Kingdom, March 26, 2025

Mykola Maksymenko
(Pitch Session: Exotic Computing)



11th International Conference SEAM, USA, May 2025

Natalia Lahotska (topic: The Shift in Ukrainian Business Values as a Response to an Existential Threat);
Ulyana Kulchytska (topic: Developing Human Potential in Ukrainian Organizations in the Time of War)



European Business Ethics Network (EBEN) Annual Conference 2025, Munich, Germany, May 29–31, 2025

Nataliia Yakymets (topic: Business Ethics in Europe: What Can We Learn from Each Other)



23rd International Conference on Cultural Economics, Netherlands, Erasmus University of Rotterdam, 10th International Workshop "The Art Market, Heritage and Sustainable Local Development", Bologna University, Italy, June–July 2025

Natalia Oboznenko (topic: Entrepreneurship in the Field of Ukrainian Cultural Heritage)



Society for Business Ethics 2025 Annual Conference, Copenhagen, Denmark, July 24–27, 2025

Yaryna Boichuk (topic: Business Ethics in Europe: What Can We Learn from Each Other)



The 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark, July 25–29, 2025

Yaryna Boichuk , Roksoliana Voronovska (topic: Strategy, Business, and Entrepreneurship in Conflict and Post-Conflict Countries)



Munich Quantum Software Forum, Germany, October 20–21, 2025

Mykola Maksymenko (Software Pitches: Haiqu — Orchestrating the Execution Stack for Utility-Scale Quantum Applications)



The Leadership Imperative: Character for Thriving Organizations and Nations, Toronto, Canada, November 17–23, 2025

Andrii Rozhdestvenskyi (topic: Leadership in Times of Turbulence: The Experience of Ukrainian Society During the Full-Scale War)



Ukrainian Catholic University: During War and Beyond, Toronto, Canada, November 20, 2025

Andrii Rozhdestvenskyi (topic: How the Center for Leadership of UCU Is Transforming Ukrainian Society's Understanding of the Nature of Leadership)

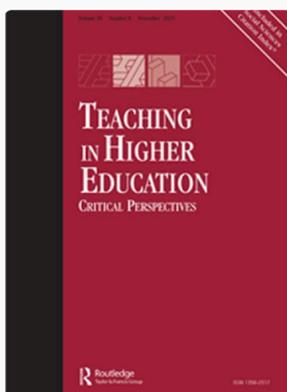


WAW Tech, Warsaw, Poland, December 16–17, 2025

Mykola Maksymenko

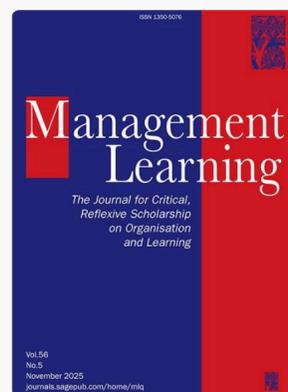
A significant outcome of the School's activities during the reporting period was the production of research publications, studies, and case studies developed by UCU Business School experts and faculty in collaboration with international partners and published in leading professional journals. A full list of publications is available on the website in the ["Publications"](#) section.

Particular attention should be given to the following works:



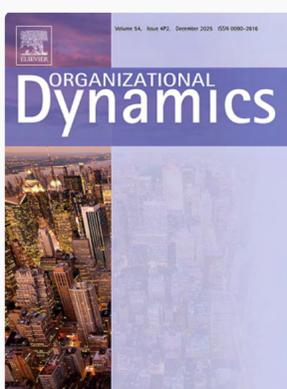
«See us»: an urgent call to collaborate with colleagues in crisis environments around the world

Amy L. Kenworthy, Myroslava Chekh, Valeria Kozlova, Sofiya Opatska, Olena Trevoho, Andrii Shestak, Martha Tychenko, Mariya Tytarenko



(Re) discovering connection and community: A call to move beyond the 'normalization of disconnection'

Amy L Kenworthy, Sofiya Opatska, Yulia Vintoniv



Holding Onto the Victory after the Victory: Leadership Lessons from the War in Ukraine for Recovery and Positive Change

Sofiya Opatska, Gerard Seijts, Andrew Rozhdestvensky, Andy Hunder



Exposing Pathways to Organisational Resilience

Sofiya Opatska, Yaryna Boychuk, Gerrit Anton de Waal, Amy L. Kenworthy, Olena Trevoho, Valeria Kozlova



Unlocking Our Potential:

Collaborating with Local and Global Institutions to Advance a Macro Ethos for a More Just, Safe, Inclusive and Sustainable World. Sofiya Opatska, Ihor Blystiv, Clifford Shultz, Andres Barrios, Marcus Hemais, Frederic Jallat, Petteri Repo, João Felipe R. Sauerbronn

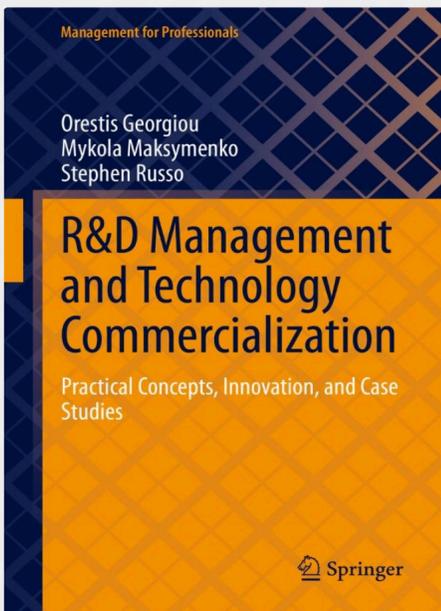


Resilient Universities

(a collection of conceptual essays attempting to explore and reflect on the phenomenon of university resilience in the context of war). Volodymyr Turchynovskyy, Clemens Sedmak, Czesław Porębski, Sofiya Opatska, Yaryna Boychuk, Paul Perrin, Edward J. Alam



The research is conducted in collaboration with representatives from University of Notre Dame (USA), Bond University (Australia), Aarhus University (Denmark), Ivey Business School (Canada), and Kozminski University (Poland). In particular, Amy L. Kenworthy, Professor of Management at Bond University (Australia), has been actively collaborating with UCU Business School faculty and students for over three years. During this period, on her initiative, five teaching cases were developed with the School's alumni about Ukrainian business during the war, which are now used in the curricula of top business schools around the world.



Publication of a Book

An international team of instructors from the R&D course of the Technology Management program, including Mykola Maksymenko, Orestis Georgiou (Greece), and Steven Russo (USA), based on their lectures and practical exercises, published the textbook: **“R&D Management and Technology Commercialization: Practical Concepts, Innovation, and Case Studies,” Springer, 2025.** Their work is now accessible not only to students but also to a wider audience.

WIN-WIN PARTNERSHIPS



In 2025, UCU Business School expanded its collaboration with [AmCham](#).

This year, the School became a member of the [Union of Ukrainian Entrepreneurs \(SUP\)](#), establishing a systematic partnership. The Founding Dean of UCU Business School, Sofiya Opatska, joined SUP's Supervisory Board. The School also participated in SUP's annual conference in Lviv and its yearly event in Kyiv.



In autumn 2024, the [Ukrainian Marketing Club](#) was officially launched at the UCU Business School. The UA Marketing Club serves as a platform where academic knowledge meets practical experience. Its mission is to shape the future of Ukrainian marketing. In particular, in 2025, UA Marketing Club held seven public events – ranging from small-scale lectures to the flagship Re:Think Conference, with attendance ranging from 30 to 130 participants. A separate media initiative was the podcast [“How Marketing Works”](#), which has already received dozens of positive listener reviews.



During this period, UCU Business School and its Alumni Association organized **more than 60 events**, attended by approximately **1,700 participants**. In addition, the School was represented at major Ukrainian conferences, including SUP Day Forum Lviv 2025, Ukrainian Marketing Forum, Invest Summit, Iron Demo, Invest Forum, Brave Summit, IT Arena, and others. International speakers at the School's events included Barry Katz, Linda Netch, Amy Kenworthy, Gerard Seitz, Timothy G. Ash, and Dave Snowden. The geographical reach of these events continues to expand, spanning cities from Kyiv, Ivano-Frankivsk, Lutsk, and Dnipro to Lisbon and Wrocław.

The **She Leads** project in collaboration with the UCU Center for Leadership



In 2025, in collaboration with the UCU Center for Leadership, the **She Leads** project was launched – a series of business breakfast meetings for women leaders from education, public administration, business, the non-profit sector, and the Armed Forces. These are women who take responsibility every day and continue to work amid war and uncertainty. This year's conversations focused on practical experience and reflections from both international and Ukrainian speakers: Linda Netch, Amy L. Kenworthy, and Olha Hryn', who shared their insights on ethical, inclusive, and responsible leadership in times of crisis.

THE POWER OF COMMUNITY: 809 ALUMNI

The UCU Business School Alumni Association continues to grow and actively engage, now bringing together 809 alumni. Over the past year, more than 20 events were held across various Ukrainian cities to strengthen the community, including Kyiv, Dnipro, Ivano-Frankivsk, Ternopil, Lutsk, and Rivne. In addition, international alumni gatherings took place in Copenhagen, Wrocław, Kraków, Warsaw, and Lisbon, alongside the annual Alumni Leadership Day and the Alumni Awards Ceremony, organized in partnership with the UCU Leadership Center.

Key alumni initiatives include:



the UCU Business School
Alumni Book Club



Alumni Talks Podcast powered
by UCU Business School



Alumni Winter Trip



Welcome New Alumni
(reunion of groups)

Our alumni are featured in **Forbes** rankings, and we take immense pride in each of their achievements. To further amplify the impact of our alumni, support their success, and foster new initiatives, the **UCU Business School Alumni Association** elected a new **Alumni Board** in September 2025, which is already actively engaging with the community.



We thank everyone who contributes to building this community – students, alumni, faculty, partners, friends, and supporters. Together, we are part of the School’s “takeoff”, a chapter in its **18-year history**, and contributors to meaningful change across communities and the entire country.

**TOGETHER, LET’S KEEP CREATING,
DRIVING CHANGE, AND WORKING HAND
IN HAND IN THE YEARS AHEAD!**



UCU BUSINESS SCHOOL

Growing country by growing companies and people

