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## **DEVELOPMENT OF UNIVERSITY SOCIAL RESPONSIBILITY THROUGH PROJECT APPROACH**

Environmental and demographic changes, social upheavals, economic transformations create new background for further development of the world. Therefore, the leading European institutional associations in their strategies and programmes focused on sustainable development. It is important issue and it is clear that responsible development is a global and local liability at the same time.

Sustainable development for each level of environment, both macro and micro, provided in three directions: economical, ecological and social. Of course, all these strands contribute to effective sustainable growth only if they are complementary and productively realized. As for the social direction, to provide its comprehensive evolution it is needed implementation of social responsibility as a complex of social aimed measures forwarded to achievement of social-economic development goals. Effective realization of these social activities can be ensured by means of project management tools.

Corporate Social Responsibility (CSR) in European Commission understanding refers to companies taking responsibility for their impact on society. The European Commission believes that CSR is important for the sustainability, competitiveness, and innovation of the EU enterprises and the EU economy [1].

It is valuable to note, that universities act as carriers and creators of social values in society. Hence, the issue of University Social Responsibility (USR) formation is important nowadays. It is difficult to overestimate the role of universities in forming of values for society and the country as a whole.

According to the report of Global University Network for Innovation (which is a collective work of 73 authors from 34 countries of all the world regions), the aims of

higher education (HE) in the world are social oriented. In particular, they involve investigation of community university engagement and social responsibility, establishing connections between HE and society, involvement of social actors in interaction with HE, promoting a more just and sustainable society [2].

Universities form the spheres of influence on the social development of the economy and society. The study [2] defined four kinds of impact of the university on society [2]: organizational impacts - internal organizational impacts affecting the university's community and the environment; educational impacts - academic impacts related to educating people; cognitive impacts - academic impacts related to building knowledge; social impacts - external organizational impacts affecting society in general.

In frames of above described approach, four relative areas of University Social Responsibility development should be formed and the process of USR creation is advisable to consider as a multi-project. Wherein, project approach acts as a tool of integration and systematization of project measures for USR development.

Talking about USR as a project, we pointed out key tools to ensure the implementation of appropriate measures for each kind of impact:

for organizational impacts – via development of university system of social project management with three hierarchy levels: top-level – for determination of USR strategic goals and formation of USR projects portfolios, middle-level – for development of USR direction and realization of USR programmes, low-level – for social responsible projects elaboration and fulfillment;

for educational impacts – by means of application of project management tools in social oriented projects through combination of project management disciplines with students social projects initiatives, development of social entrepreneurship among students;

for cognitive impacts – through students participation in social projects and formation of social responsible behavior and mentality in students community, and also because of dissemination and deepening of knowledge in areas of social responsibility and fostering of students social intelligence enchantment;

for social impacts – over application of stakeholders interaction project approach and owing to attraction of partners (other universities, government agencies, NGOs, business, public persons) to social projects; through university participation in international social project events.

To sum up, universities will form and develop their social responsibility because of combinations of social projects initiatives with project management approaches. As a result, strong USR system will be created and both higher educational establishments and society can find from it many benefits, including strengthened university's brand and rankings, enhanced trust with key stakeholders, improved internal and external social environment, formation of a new socially oriented community of professionals.

**Literature:**

1. European Commission. Corporate Social Responsibility (CSR), 2016 – Electronic resource. – The way of access: [https://ec.europa.eu/growth/industry/corporate-social-responsibility\\_en](https://ec.europa.eu/growth/industry/corporate-social-responsibility_en)

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