

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
CHERNIHIV NATIONAL UNIVERSITY OF TECHNOLOGY

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**STRATEGIC DEVELOPMENT PLAN OF CHERNIHIV NATIONAL UNIVERSITY OF
TECHNOLOGY FOR 2015-2020**

GENERAL PROVISIONS

Chernihiv National University of Technology (further – the University) – multidirectional higher educational establishment of the IV level of accreditation that conducts educational activity, related to higher education equiring and qualification of a wide spectrum of natural, technical, economic, social, legal and other directions of science, technology; carries out fundamental and applied scientific research, is a leading scientific and methodical center, has a developed infrastructure of educational, scientific and production units, appropriate level of personnel and logistics, promotes scientific knowledge and carries out cultural and educational activities.

Its activity the University on June 1, 1960 by the Order of the President of Ukraine of October 4, 2013 № 544. In 2013 Chernihiv State Technological University was granted national status. The University is based on the state ownership and is subordinated to the Ministry of Education and Science of Ukraine. According to the decision the State Accreditation Commission on the accreditation consequences Chernihiv State Technological University is recognized a higher education institution of the fourth level of accreditation.

The educational activity of the University is based on the conceptual principles of the national Doctrine of the education development, the Law of Ukraine “On Education”, the Law of Ukraine “On Higher Education”, State National Programme “Education” (“Ukraine of the XXI century”).

Objectives of the educational activity of the University:

- reproduction of of intellectual potential of the state;
- providing sectors of social and production activity with qualified experts;
- formation of moral principles and norms of behavior of an individual.

Educational activity is based on the principles of:

- humanism, democracy, priority of national and universal spiritual values;
- diversification;
- accordance of the education to the needs of individuals, the society and the state;
- quality of educational services (quality of educational content, quality of education outcomes, quality of teaching technologies);
- level system of training specialists;
- democratic system of education;
- meeting the educational needs of students according to their interests, abilities and needs of the society and the state;
- using of state standards of higher education of different educational and qualification levels as a mandatory minimum of education content and content of training;
- compliance of the education level and educational and qualification levels of specialists with the training requirements of the social division of labour;
- advanced innovative education development;

- mobility of training professionals to meet the requirements of the labour market;
- the personal orientation of education;
- integration into European and world educational space;
- development of national and universal values;
- systematic analysis of all factors affecting the quality of educational activity; monitoring and timely prevention of crisis events at the level of an academic group, a training course, a department, a faculty, an educational institution;
- monitoring the quality of education, ensuring its transparency, promoting public control.

The aim and priority directions of educational activity of the University are:

- to create conditions for personal development and creative self-realization of persons enrolled at the University;
- education of young people, able to work effectively and learn throughout life, to protect and increase the values of national culture and civil society, to develop and strengthen a sovereign, independent, democratic, social and legal state as an integral part of European and world community.

Scientific and scientific-technical activities of participants of the educational process are seen at the University as an important condition for ensuring a high level of training of future professionals. Combination of education and science provides fundamentalization of education, attraction to scientific activity of gifted students; provide quality of education according to the latest achievements of science, culture and social practices. Defence of students' qualification works involving elements of scientific novelty, is a prerequisite for state certification of the University

The basis for the development of the Strategic development plan of Chernihiv National University of Technology for 2015-2020 (further – the Strategic plan) is Ukraine legislation, international normative acts, the Statute of the University, the studies of national and foreign experts, university achievements.. The Strategic development plan of the University for 2015-2020 is aimed at improving and expanding the directions of the University activities, the reorientation of educational and scientific process at the University into the research and educational one, and in the future obtaining by Chernihiv National University of Technology the status of the research one.

1. AIM OF THE STRATEGIC DEVELOPMENT OF THE UNIVERSITY

The aim of the Strategic plan is to define measures aimed at creating conditions for ensuring qualitative higher education through training, oriented at scientific researches according to the needs of the present, and to transform the University into a research higher educational institution of a new type designed to perform tasks on improving the competitiveness of national education and its integration into the common European space.

2. COMPONENTS OF THE UNIVERSITY DEVELOPMENT

2.1 Orientation of education around research and education quality assurance

The long-term strategic goal of CNUT – transform the educational-scientific university into the research-educational one. Qualitative higher education should center on current scientific researches and implementation of innovations that will provide actual combination of education and research and innovation activities, and will bring them closer to advanced world standards, and thus speed up the process of integration of the University into the world educational and scientific space. Improvement of innovative activity of the University will not only contribute to commercialization of scientific developments of the University, but also to the formation of innovative culture focused on creative activity of organizational-managerial and analytical levels, assistance in discovering and implementing of innovative potential of scientific and pedagogical staff and education receivers of the University. The unity of development of education, science and innovation activity is a determining factor in reforming the University. Taking into account global trends, the priority direction of the University activity is to achieve competitiveness of education and quality assurance with regard to world standards while maintaining the traditions of Ukraine.

Strategic goals:

- Ensuring unity of teaching and innovative research activities, and in the future the transformation of the University into the research one.
- Development of the system of continuing education and achievement by the University the status of a leading center of the level system training and raising qualification of workers of technical and humanitarian spheres.
- Modernization of postgraduate training in the system of staff training of the higher scientific qualification by PhD type.
- Improvement and formation of a transparent system of internal control and education quality management.

Tasks:

- carry out target systematic professional orientation of young people, attract talented applicants through olympiads, universiades and competitions, creation of training centers for applicants in Ukraine and abroad, including distance learning;
- orient students from the beginning of their training to determine the priority research direction according to their specialization, starting from writing course papers and ending with a thesis project by the principle of the growth of scientific achievements;
- develop a coherent system of search and development of talented students: to attract students to innovation-research and design activities of the University through participation in the school of startups and the agency of projects, improve the work of the network of student scientific societies;
- strengthen research component in programmes of training highly qualified specialists, improve

individual university curricula and programmes taking into account the directions of research activities of the University and scientific orientation of graduating departments;

- make the transition to a competency training model, which is based on the formation of an integrated system of knowledge, abilities, skills, practical skills in solving professional tasks;
- ensure the development and creation of new scientific directions and schools through monitoring of research priorities;
- ensure the development of promising forms of joint scientific activity in the University departments, implement interdepartmental researches, organize and conduct scientific research on the experience of leading national and foreign universities of the research type, create interfaculty research centers for interdisciplinary research;
- intensify activity of the University and its structural divisions on the development and implementation of state target, sectoral and regional socio-economic projects and programs;
- conduct an expert-analytical evaluation of scientific developments for all levels of government bodies and business entities, develop a portfolio of contract orders for research;
- create a Science Park of the University, activity of which should focus on the introduction and commercialization of research. The Science Park must build a system of transfer of technologies and innovation, created by researchers at the University, to their customers;
- create a museum of scientific achievements of the University, organize permanent exhibition of the latest technologies, innovative projects and of scientific developments;
- conduct an active policy of transfer of scientific results into the educational process and professional environment by organizing exhibitions, conferences, seminars, round tables;
- improve relationships and interaction of scientific research institutes of the University with business economic entities to identify their need in scientific researches and their practical implementation;
- carry out marketing activities to promote scientific-innovation opportunities of the University;
- develop its own training programmes for PhDs;
- form a system of internal monitoring of the quality of education of the University through the independent student survey;
- create a platform to discuss the process of education quality and making suggestions for its improvement;
- carry out a systematic evaluation of higher education receivers and scientific-pedagogical staff of the University and regular publication of the results of such assessments on the official website of the University;
- ensure publicity of information about education programmes, degrees of higher education and qualifications at the University.

2.2 Enhancing international activity

International activity – an integral component of the University development. Indicators of international recognition of the University are steadily rising, this is achieved by the conclusion of cooperation agreements with foreign universities, research institutions and organizations, participation of scientific-pedagogical staff and receivers of education in the programmes of academic mobility, international competitions and projects. The strategic goal of the University in the direction of the international activity – bilateral mobility: foreigners' studying at the University, foreign students passing practice at the University, invitation of foreign lecturers to undergo training and teaching, organization at the University of international events (summer schools, competitions, forums etc.). Creation of double degree programmes, joint undergraduate, master's and PhD programmes – the priority of the University that will greatly enhance the quality and competitiveness of education, strengthen the prestige of the University and ensure its integration into the world educational space. The University task – improve not only quantitative indicators of international activity, but also qualitative ones: the real collaboration in the framework of agreements through organization of academic mobility, joint programmes and projects.

Strategic goals:

- teaching foreign students at the University, inviting foreign lecturers;
- intensification and expansion of cooperation directions with foreign partner universities;
- active involvement in programmes of academic mobility, international projects, competitions and programmes;
- introduction of double degree programme, joint bachelor, master and PhD programmes;
- introduction of English language training programmes.

Tasks:

- intensify cooperation with international organizations, funds and programs to attract additional sources of support for the development of joint international training programmes for students;
- increase student mobility by improving technologies of foreign languages studying, forming groups of external studies of the curricula subjects in foreign languages, attracting students to participate in international educational programmes with direct involvement of partner universities;
- establish permanent relations with universities from other countries to invite scientists, lecturers and students to participate in joint educational projects, assistance in supporting and implementing of training programmes with the issuance of double diplomas on education;
- involve foreign experts from different fields of science to provide licensing and accreditation of international educational programmes, evaluation of scientific publications, educational and methodical materials, scientific competence of the scientific and pedagogical staff of the University;
- improve information-methodological basis of international cooperation to ensure interoperability with foreign universities, international, intergovernmental and non-governmental organizations, funds and programmes for adaptive recognition of the content of education at the University and partner universities;

- introduce intensive technologies of foreign languages studying for scientific and pedagogical staff who conduct English-language courses;
- form joint master's programs with partner universities, semester students' studies in partner universities, joint grants to implement research programmes and organize international master programmes on the agreed specialties and specializations;
- organize and conduct summer and winter schools at the University for representatives of partner universities and other educational establishments and scientific institutions with the issuance of the relevant certificates;
- establish links with related educational institutions of other countries for cooperation in educational, scientific and methodical work, exchange of scientists, young scientists, scientific and pedagogical staff, PhD and undergraduate students;
- establish cooperation with foreign and national universities and scientific institutions on improving indices of ranking of scientific publications of the University;
- ensure participation of the University scientists in international research programmes, projects to use the results of joint activities in the national and international markets of high technology products;
- establish permanent relations abroad to invite scientists, teachers and students of the University to foreign educational institutions, provide assistance and support in the implementation of training and studying abroad;
- actively use connections with trainees, graduates and University staff working in foreign universities for joint research activities, participation in international competitions;
- diversify the sources of search and broaden the base of participation opportunities for scientific and pedagogical staff and education receivers in international exchange programmes, training, internships, competitions, projects etc.;
- improve the system of informing the scientific and pedagogical staff and education receivers on proposals to participate in international exchange programmes, training, internships, competitions, projects etc.;
- engage and conduct at the University workshops, seminars and other measures to improve the skills of writing project proposals, filling in grant applications, writing motivation letters and letters of recommendation etc.

2.3 Improvement of the University management and development of human potential

The dominant condition of innovative development of the University is its personnel policy, which aims at the formation of personnel and intellectual potential in accordance with the criteria and requirements of educational services in higher education, the formation of innovative culture focused on creative activity of organizational-managerial and analytical levels, assistance in detecting and implementing innovative potential of an individual. Capacity building of the personnel and promoting career development of young teachers will provide high quality staff, increase motivation to achieve

successful indicators of activities and provide an overall increase of the University prestige. Optimization of activity of structural subdivisions of the University will create opportunities for effective distribution of functions between the responsible entities in each direction. Formation of corporate culture will ensure the development of personal potential of human resources, enhance group interaction and will help to establish a positive climate in the team.

Strategic goals

- Optimization of work of structural subdivisions of the University
- Capacity building of staff and promoting career development of young teachers
- Formation of corporate culture

Tasks:

- detailize, refine and approve the job descriptions of all administrative positions that differentiate rights and responsibilities and decision-making;
- create roadmaps of development of each structural subdivision and unions of the University;
- review and improve the structure of administrative network, workplaces and personnel;
- provide personnel training on using modern information technologies and innovative tools;
- develop the Programme of development of the University staff potential;
- organize training and retraining of personnel in the sphere of innovations;
- improve the system of rating of scientific and pedagogical staff, conduct professional competitions for the best scientist, teacher-trainer, curator of an academic group etc.;
- develop criteria for recommendation of the employees to awards and honorary titles.

2.4 Ensuring the functioning of the information and communication space of the University

Ensuring implementation of a comprehensive programme of informatization of the University will enable optimal and efficient organization of educational, scientific and management activity. The University will continue to develop the classic directions of educational process, focusing on interactive communication of a researcher-teacher with students. However, it is necessary to create educational programmes based on the use of modern information technologies and approaches. Library resources should be easily accessible and regularly used. The University library should become a source of global information resource, which requires close collaboration with all faculties and programmes. Information management at the University is aimed at implementation in all areas of its activity of advanced information technologies and software, integrating scientific library into the national and world information space, development and promotion of the University publishing house.

Strategic goals

- Creating a network higher educational institution, informatization of the management process to ensure the effectiveness of managerial decision making
- Introduction of the single corporate information system of the University
- Providing modern information technologies at the University

- Integration into European and national research and educational telecommunication networks

Tasks:

- create a single system of electronic document circulation;
- introduce a system of personal Web-pages of the University faculty and staff;
- update software of structural subdivisions of the University and provide corporate connection;
- provide information support of scientific research through the issuance of electronic information publications, participation in online seminars, forums, conferences;
- buy new equipment and create on its basis a single electronic educational and scientific environment of the University, including educational information portal, institutional repository, video library, vikiportal, geoportal, electronic library, electronic scientific journals, and ensure widespread use of new information and communication technologies of access to the global network of knowledge;
- develop automated training courses, their duplication, distribution and support, create a media center and video library of training courses with public access;
- create conditions for the formation of information and communication environment at the University using access via Wi-Fi, video management through electronic web-resources;
- modernize the University web-site and web-sites of its institutes, faculties, departments and subdivisions, bring them to a single corporate concept;
- create in the University libraries conditions for effective scientific work as the basis of organization of educational process, implement the automation of library processes, filling with educational and methodical manuals in electronic form;
- introduce an automated learning management system (LMS);
- improve distance education technologies based on virtual learning on-line, video conferencing, Internet seminars etc.;
- expand students and staff opportunities of access to educational and scientific information resources through the Internet portal of the University;
- provide information security.

2.5 Improving infrastructure and strengthening the financial base

The development and implementation of educational and research programmes requires the formation of a strong material and technical base, corresponding to the modern international standards. The issue of financial stability of the University is the key question in ensuring the implementation of the strategic plan of development with a focus on qualitative changes. The task of the University - implement the model of a higher educational establishment, which, being a state one, at the same time will be really autonomous and financially sound. The University aims to increase the amount of the special fund received from execution of works, provision of educational, scientific and other services, grant funds and funds from international projects.

Strategic goals:

- Modernisation of teaching methods
- Development of the scientific and research base
- Ensuring financial stability

Tasks:

- create and develop the infrastructure of innovation activity support (scientific laboratories, experimental problematic groups, a department of innovation activity, a technology transfer center) to ensure the effective partnership of the University science and business;
- purchase modern laboratory equipment, simulation software packages to improve organizational and technical conditions of the world-class fundamental researches;
- provide technical equipment of lecture halls and conference rooms with multimedia and network equipment, using wireless technologies;
- provide permanent growth of the university activities funding, increasing of involvement by groups of institutes, faculties, departments and educational, scientific and industrial laboratories of funds from providing scientific, educational, technical, housing, household and other services;
- focus organizational efforts on consolidation and concentration of capabilities of public-private partnership, in particular by attracting private businesses to finance investment projects of the University in mutually beneficial and promising scientific and technological forms and directions;
- establish rules for transparent distribution of funds for logistics, repair and construction works between the institutes and faculties according to their objective needs and strategic directions of development of the University, determine the share earned by them for the special fund that remains in their possession, strengthen personal responsibility of leaders of structural units for the use of allocated funds;
- exercise public control (academic council, trade unions, student government) on efficient distribution and quality of implementation of all articles of the University of estimate.

2.6 Diversification of cooperation with government, business and the community and improvement of the image policy of the University

Expanding cooperation with public and private enterprises, institutions and organizations will provide opportunities for university graduates employment. A wide range of university collaboration will position it as a center of training specialists for different fields of activity, that are in demand at the level of community, region, state and the world. The image policy, developing the achieved level of representation of the University to the community, must ensure its positive perception as an educational institution of the new formation, comprehensively reflecting all innovative changes.

Strategic goals:

- Implementation of PR-activity on cooperation with representatives of government, business and the public
- Creating a positive image of the University and enhance its attractiveness at the regional, national

and international levels

Tasks:

- develop programmes of interaction with public authorities, local governments, public and private enterprises, institutions and organizations and the community;
- organize the systematic market research of public opinion regarding the level of attractiveness of the University, conduct thematic sociological surveys of applicants, employers, graduates and other target groups to identify the benefits of the University and the formation of its image policy;
- develop a system of indicators to assess the University's image;
- form and promote the brand “Chernihiv National University of Technology”, create effective models of the University image for different target audiences;
- improve and expand corporate logo and corporate design;
- expand the range of branded and souvenir production of the University;
- inform all target groups of the public about the mission, long-term goals, policies, programmes and objectives of the University;
- inform the public about the success of the University;
- promote the brand of the University at the national, regional and international levels through integrated marketing communications and social networking;
- plan and advertise University: study the market segments in which it is planned to advertise educational services and scientific products; define goals and develop the basic ideas of advertising campaigns; identify types of media advertising and their optimal combination (newspapers, magazines, TV commercials etc.); choose forms and methods of advertising in the media, their design; predict the timing of advertising;
- develop new concepts of the University special events (for external and internal audiences);
- create a Museum of the University to promote history, modern achievements and future prospects;
- develop and promote at the market corporate publications of the University.

3. MEASURES FOR GRANTING THE UNIVERSITY THE RESEARCH STATUS

The University has the sufficient human and technical resources and significant potential for achieving compliance with the status of the research one. To comply with the status of the research university it is necessary by 2020 to implement the tasks defined in the development strategy. The main indicator of success should be the presence of the University in international rankings of the best universities in the world.

To receive the status of a research university it is necessary to:

- expand the list of objects of national heritage, including in particular the collection of the Museum of the University, Scientific Library;

- create a center of collective use of high technology equipment;
- create and ensure effective functioning of the Science Park;
- intensify publications of scientists and conduct permanent monitoring of publishing articles in professional journals included in the international scientometric databases (Web of Science, SCOPUS);
- monitor university publications included in the list of professional publications;
- ensure functioning of the Internet center and free access of students to information resources;
- conclude direct agreements and ensure the functioning of at least 20 general educational establishments that are included in the educational and research complexes of the University;
- carry out at the University throughout the year at least ten international, national and regional student olympiads and competitions of students scientific works;
- support receiving by young scientists awards, rewards and encouragements of various levels, including premiums and grants of the President of Ukraine, premiums of the Cabinet of Ministers of Ukraine, premiums of the National and branchacademies of science of Ukraine;
- arrange participation of the University in international and European university associations;
- provide for the majority of scientific departments receiving throughout the year budget allocations of the special fund of the state budget in the amount which is not less than 50 per cent of budget allocations provided in the general fund for conducting scientific research.

4. EXPECTED RESULTS OF THE STRATEGIC PLAN IMPLEMENTATION

Implementation of the Strategic development plan of the University will provide sustainable and dynamic progress of the University, its integration into the world educational and scientific space and its formation as an innovative research institution of higher education of a new type.

Expected results of implementing the Strategic development plan of the University:

- personal and professional growth of students of the University, the formation of competencies that ensure their competitiveness in the labor market;
- development of effective management system of the University, upgrading its structure according to changes in the national higher education system and in the context of integration into the world space;
- establishment of the University as a leading and competitive modern national scientific and educational center of international level;
- implementation in all spheres of the University activity of advanced information technologies and software, integration of the University into the national and world information space;
- increasing the international prestige of the University, providing educational services according to international quality standards, increasing academic mobility of scientific and pedagogical staff and applicants of the education;
- strengthening of the material-technical base of the University, ensuring its financial stability;
- comprehensive dissemination of all innovative changes of the University that will ensure its

positive public perception as an educational institution of the new formation.