

# MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE



## STRATEGIC DEVELOPMENT AGENDA

KREMENCHUK MYKHAILO OSTROHRADSKYI NATIONAL UNIVERSITY  
FOR THE PERIOD FROM 2020 TO 2025



Approved by the decision of the Academic Council of KrNU  
(record No. 4 dated December, 26, 2019)

**KREMENCHUK 2019**

## INTRODUCTION

The Great Charter of Universities defines universities as centers of culture, knowledge and research that create, study, evaluate and impart culture through research and learning by means of spreading knowledge among new generations, the provision of future generations with education and upbringing, the preservation of the European humanism traditions, and so on. The Law of Ukraine «On Higher Education» provides a fairly wide range of tasks to be solved by universities:

- providing the conditions necessary for a person to obtain higher education;
- training of specialists for the needs of Ukraine;
- implementation of scientific and scientific-technical, creative, artistic, recreational and some other activities;
- ensuring cultural and spiritual development of the individual, etc.

University carries out educational activities related to acquisition of certain higher education and the qualification of a wide range of natural, humanitarian, technical, economic and other fields of science, technology, culture and arts, conducts fundamental and applied scientific research, it is a leading scientific and methodological center which has developed infrastructure of educational, scientific and research and production divisions, the corresponding level of staff and material and technical provision, promotes the dissemination of scientific knowledge and implements cultural and educational activities.

The main goals of the Kremenchuk Mykhailo Ostrohradskyi National University include:

- formation of youth outlook and education;
- professional training and retraining of specialists;
- fundamental and applied scientific researches, preservation and structuring of available knowledge, innovative activity in various spheres;
- socialization of youth and other vulnerable social groups (pensioners, invalids, unemployed, etc.);
- design of social development at the global, regional and local levels, creating appropriate forecasts and scenarios;
- development and implementation of global, regional and local programs in the field of education, culture, health, sports, etc.;
- helping everyone in holistic development and leadership formation, service to humanity, community, society, state.

Positive feedback to graduates, a state award for achievements and recognition of the KrNU at the international level, support of its work by local and regional state administrations and the availability of constant demand for specialists who receive the degrees of our university are the best recommendations for the establishment of higher education.

Full name of institution of higher education: *Kremenchuk Mykhailo Ostrohradskyi National University* (KrNU). Registered address: 39600, Ukraine, Kremenchuk, Poltava region, Pershotravneva Str., 20; phone +38 (05366) 75-81-86; fax +38 (05366) 75-81-86; e-mail office@kdu.edu.ua; web-site <http://www.kdu.edu.ua>.

University is based on a state-owned form of ownership and subordinated to Ministry of Education and Science of Ukraine (MESU). KrNU is the only state IHE of IV accreditation level in the region, which has been training highly qualified specialists of a wide range of specialties at three levels of higher education (bachelor, Master and PhD) for almost 100 years in order to meet the needs of the industrial town with 200,000 inhabitants and the Middle Dnieper region with a population of more than 1.5 million people.

#### Stages of KrNU establishing

1921 – The first higher educational institution in the town – Kremenchuk higher pedagogical courses – was created with Ukrainian language of teaching.

1930 – Kremenchuk Institute of Social Education was established by the Resolution of the Council of People's Commissars of Ukraine on the basis of higher pedagogical courses.

1934 – Kremenchuk Institute of Social Education was reorganized into Kremenchuk Teachers' Institute.

1939 – According to Kremenchuk City Council decision, the Teachers' Institute was reorganized into Kremenchuk Pedagogical Institute.

1960 – By the order of the Council of Ministers of the Ukrainian SSR General Technical Faculty of Poltava Institute of Agricultural Engineers was founded in Kremenchuk.

1974 – According to the order of the Ministry of Higher Education and Secondary Special Education of Ukraine Kremenchuk General Technical Faculty was reorganized into the Kremenchuk branch of the Kharkiv State Polytechnic Institute.

1997 – The Cabinet of Ministers of Ukraine adopted the Resolution «On the Creation of Kremenchuk State Polytechnic Institute» (KDPI).

2000 – Kremenchuk State Polytechnic University (KSPU) was established on the basis of the KDPI by the Resolution of the Cabinet of Ministers of Ukraine.

2006 – KSPU was given status of a higher education institution of the IV accreditation level by the resolution of State Accreditation Commission.

2007 – By the order of the Cabinet of Ministers of Ukraine KSPU is assigned the name of Mykhailo Ostrohradskyi.

2009 – By order of the Cabinet of Ministers of Ukraine, University was reorganized into classical institution of higher education – Kremenchuk Mykhailo Ostrohradskyi State University.

2010 – By the edict of the President of Ukraine, university was granted a national status.

Nowadays University carries out training of specialists at three levels of higher education: «Bachelor», «Master» and «Doctor of Philosophy» in 30, 28 and 12 specialties, respectively, in two educational institutes and four faculties, where about five thousand students' study. The total number of departments is 27, among which

26 are graduate. University includes Kremenchuk and Polytechnic colleges, where more than two thousand students' study. Postgraduate and doctoral studies are provided for the training of highly skilled staff. There are two doctoral and five candidate specialized academic councils in 12 specialties at University, and also 95 % of Kremenchuk scientists are concentrated.

#### The staff

year	2015	2016	2017	2018	2019
Staff number:	359	367	350	321	312
Candidates of Sciences	169	182	176	168	167
Doctors of Sciences	50	57	54	52	54
Theses defended:	34	29	24	13	24
candidate's	26	25	21	12	20
doctoral	8	4	3	1	4

The total number of KrNU staff is 618 people, among them 312 scientific and pedagogical staff, including 54 doctors of sciences, professors (17.3 %); 167 candidates of sciences, associate professors (53.5 %). Among them there are three academicians of the National Academy of Sciences and the National Academy of Educational Sciences of Ukraine, 11 academicians and eight correspondent members of branch academies of science of Ukraine, 15 holders of honorary state titles, 6 laureates of the State Prize of Ukraine in science and technology, 3 laureates of the State Prize of Ukraine in education, 12 laureates of state the prize of the President of Ukraine and 9 scholars of the Cabinet of Ministers of Ukraine for young scientists, 4 laureates of the Supreme Council Award for young scientists, etc.

University is constantly developing and today it has modern material and technical base with extensive infrastructure, which allows to provide high-quality educational process, conduct scientific research in various fields on the priority directions of development of science and technology and solve social problems (providing students and staff with housing, health improvement and treatment for staff and students, large-scale sports activity, extracurricular recreation). There are 18 objects arranged after KrNU. The educational process is carried out in 14 educational buildings (including 30 computer classes, where 625 computers are connected to the Internet global computer network, 58 specialized laboratories and two video classrooms). The total area of premises and structures is 90546.3 m<sup>2</sup>, the education area is 46331.4 m<sup>2</sup>.

The library with three reading halls stores about 300 thousand copies of educational and scientific literature which is used by students while studying. There is also an electronic library that has about 20 Gb of literature, and the bandwidth of the Internet channel is 100 Mbit. With its own mini-typography, university annually issues up to 250 titles of educational-methodical literature, materials of scientific conferences, 19 issues of scientific periodicals, etc.

KrNU has its own sports and recreation center: four gyms, a water sports complex on the base of the «Neptun» swimming pool, «Polytechnic» sports complex with a roofed training ground, where there is, in particular, an artificial rock wall and a football and athletic stadium with stands for 11 thousand seats, a rowing and sports

and recreation center on the banks of the Dnipro River. In addition, there are four student hostel, two canteens, and four lunchrooms for students. Students in natural sciences do practical training on the territory of the object of the nature reserve fund of Ukraine – the Kremenchuk plavni Regional Landscape Park with the total area of 5.080 hectares.

The recognition of KrNU at the international level is confirmed by the data of world ratings:

Rating	Place of KrNU
<b>Transparent Ranking of Universities</b> GOOGLE SCHOLAR Citation	75
<b>Webometrics Ranking of World Universities</b> Cybermetrics Lab of CSIC	65
<b>Global University Ranking uniRank™</b> Observatory on Academic Ranking & Excellence (IREG)	34
<b>QS TOP 250 Universities of Emerging Europe &amp; Central Asia</b> Quacquarelli Symonds Ltd of Cambridge MA & Wharton MBA	19
<b>The international rating of IHE U-Multirank</b> Centre for Higher Education (CHE) & Centre for Science and Technology Studies (CWTS)	18
<b>Round University Ranking</b> Clarivate Analytics Company	4

Starting from the first «Modern Institutions of Education – 2007» International Exhibition, every year university staff wins the highest awards – «Leader of Higher Education», «Leader of scientific and scientific and technical activity» and «Leader of international activity» Grand Prix, it is awarded with gold medals in various nominations, and also gets «Quality of scientific publications» certificate according to the Scopus international scientific metric database (five years in succession): the number of publications of KrNU staff is 472, the number of citations is 1548, the h-index is 20.

KrNU supports a wide variety of contacts with 102 scientific and educational institutions from 75 countries by annual participation in dozens of international programs and projects: American Councils, Fulbright, DAAD, IREX, MGRI, Erasmus+, Horizon 2020, at the expense of other foreign funds and grants, etc.

According to the results of our students' participation in the second round of All-Ukrainian Field Olympiads, KrNU has been in TOP-10 for several years, and also it ranks third position among institutions of higher education of Ukraine according to the results of the All-Ukrainian Student Research Paper's Contest. Every year dozens of young scientists of our university become laureates of various state awards, scholarships and grants.

*Mykhailo Vasylyovych Zagirnyak* was elected Rector of the KrNU in November, 2002 and has headed it since that time. In 1970 he graduated with distinction Voroshilovgrad Institute of Machine-Building (diploma U № 880387 dated June, 03, 1970). He is the author of more than 600 scientific papers, including 13 monographs, nine brochures, seven handbooks and 12 textbooks approved by the

Ministry of Education and Science of Ukraine, over 70 author's certificates and patents for inventions, as well as 142 articles in journals indexed by the Scopus science-based database (h-index is 14), including 126 articles in the journals included to the «Web of Science» science-based platform.

Member of the Presidium of the National Academy of Educational Sciences of Ukraine (2017). Member of the Presidium of Union of Rectors of Higher Educational Institutions of Ukraine (since 2019). Head of scientific projects within the Program of scientific and technical cooperation between Ukraine and Slovenia framework (2003–2004, 2007–2008). Editor-in-chief of four national journals and a member of the editorial boards of four national editions, a member of the editorial boards of four foreign journals. Head of the specialized academic council on the awarding of doctoral and candidate degrees at KrNU. Member of the Scientific Council of Ministry of Education and Science of Ukraine (2015). Member of the Council of the North-East Scientific Center of the National Academy of Sciences and Ministry of Education and Science of Ukraine (2015). Member of the Joint Competition Commission for the Award of the Verkhovna Rada Prize of Ukraine to young scientists and nominal scholarships of the Verkhovna Rada of Ukraine for young scientists – doctors of science (since 2019).

The head of the seminar of the Scientific Council of the National Academy of Sciences of Ukraine on the «Scientific bases of electric power engineering» complex problem. Member of the Academic Council of the Higher School of European and Regional Studies (Czech Republic). He lectured at the University of Maribor, Slovenia (2012, 2015, 2018). Member of four public international and Ukrainian academies and three international professional societies. Chairman and member of a number of steering, program and technical committees of international and Ukrainian conferences and symposiums (Poland, Belgium, Italy, Slovenia).

*Scientific and honorary ranks:* Honored Master of Sciences and Engineering of Ukraine (1997); Doctor of Technical Sciences (1996); Professor (1993); active member (academician) of the National Academy of Educational Sciences of Ukraine (2016); State Prize of Ukraine in the field of science and technology (2015); State Prize of Ukraine in Education (2018); Honored Coach of Ukraine (2011); Honorary citizen of the town of Kremenchug (2016); Honored Professor of KrNU (2011).

*Orders and medals:* Orders of Prince Yaroslav the Wise of the V<sup>th</sup> century (2018) and For Merits III (2001), II (2007) and III (2015) degrees; Medals of the Association of Rescue Forces of the Russian Federation «For Outstanding Climbing» (2004), «Hryhoryi Skovoroda» (2012) and «Volodymyr Monomakh» (2017) of National Academy of Sciences of Ukraine, Higher School of European and Regional Studies (HSERS, Czech Republic) «For Services to HSERS» 2013) and «For Fidelity to HSERS» (2015).

*Honorary Diplomas and Certificates:* Diplomas of the Verkhovna Rada of Ukraine (2010), the Cabinet of Ministers of Ukraine (2005), the Auditing Chamber of Ukraine (2010), Ministry of Education and Science of Ukraine (2003), National Academy of Sciences of Ukraine (2013, 2018), the Central Committee of Trade Unions of Education and Science of Ukraine (2007, 2012), as well as «Excellence in Education of Ukraine» (1996), «For Scientific Achievements» (2007) signs of

Ministry of Education and Science of Ukraine; «Ushynskiy K.D.» (2007) of Academy of Educational Sciences of Ukraine; «Inventor of the USSR» (1988); «First Climber» of Mountaineering Federation of Ukraine (2005); Honorary Award of the Committee on Physical Education and Sport of the Ministry of Education and Science of Ukraine (2008); Diploma of the 3rd Degree of the National Economy Achievement Exhibition of the USSR (1981).

*Full member of the:* International (USA) Institute of Electrical and Electronics Engineering (IEEE Senior member), Polish Society of Applied Electromagnetism (1993), International Informatization Academy (1996), Ukrainian Transport Academy (1997), Ukrainian Academy of Lifting–Transport Sciences (1998), International Academy of Production Engineering Science and Practice (2005).

## **P A S S O R T OF K<sub>r</sub>NU STRATEGIC DEVELOPMENT AGENDA**

**Object of realization** – Kremenchuk Mykhailo Ostrohradskiy National University  
Ministry of Education and Science of Ukraine.

**Participants** – rectorate;  
– academic council;  
– scientific and technical council;  
– scientific schools;  
– student council;  
– student trade union committee;  
– board of students, postgraduate students and young scientists;  
– trade union committee of faculty and employees;  
– institutes, faculties, colleges;  
– departments and other structural divisions.

**Responsible executors** – rector and prorectors;  
– directors of institutes and deans of departments;  
– college directors;  
– heads of departments;  
– heads of structural subdivisions.

**Purpose** – improving the accessibility, quality and competitiveness of university education and science in new economic and socio-cultural conditions in accordance with the requirements of sustainable innovation development of the society, as well as autotomizing university activities by extending the rights for self-management, increasing higher education applicants mobility and the competitiveness of graduates in the labor market in the context of European integration.

**Tasks** – provision of sustainable improvement of quality and efficiency of

educational and scientific services by means of using innovative technologies and diversification of sources of their financing, in particular at the expense of international funds and programs;

- implementation of European standards «Standards and Guidelines for Quality Assurance in the European Higher Education Area» (ESG) for the internal quality assurance of higher education;
- creation of an effective system for assessing the quality of educational and creative (scientific) activities;
- re-equipment of educational, scientific-methodical and material-technical base;
- involving employers in collaborating with the organization of higher education applicants practical training and providing first job opportunities for graduates;
- expanding the interaction of university with the scientific institutions (SI) of the National Academy of Sciences of Ukraine and branch academies of science of Ukraine, as well as with other institutions of higher education (IHE) of Ukraine and abroad;
- implementation of information and communication technologies into educational process;
- provision of nation-wide concept of lifelong and dual education;
- involvement of investors, sponsors and innovation-oriented business entities into joint projects and programs.

**Indexes** – the presence of a quality assurance policy that underlies the university’s strategic development and constantly reflects the relationship between research and teaching and the learning process, helps to attract university leadership, organizational structures (departments, institutes, faculties), scientific and scientific-pedagogical workers, students, employees, employers, external stakeholders to ensure quality;

- criteria for assessing the quality of educational programs at the stages of their creation, implementation, review and accreditation (by agencies for ensuring higher education quality);
- state and international awards in the field of education and science;
- printed non-periodic scientific products (monographs, manuals and textbooks);
- scientific publications in periodicals indexed in international scientific metric bases (SMB) and Scopus and WoS platforms;
- security documents for intellectual property (patents, certificates, trademarks for goods and services, etc.);
- defense of qualifying works for master’s degree programs;
- prize-winners of All-Ukrainian and International students’ contests and contests of scientific works;
- defense of PhD and doctoral theses;
- holding scientific events (forums, symposiums, congresses,

conferences, seminars, workshops, hackathons, etc.);

- creation and introduction of new equipment, technologies, materials, methods, theories, etc. into production and educational process;
- capital expenditure for purchase of new scientific equipment at the expense of budget, sponsors, investors and other funds;
- creation of innovative educational and research infrastructures (incubator startup, innovation centers, scientific parks, laboratories, including those created jointly with the National Academy of Sciences and the branch academies of science of Ukraine, regional state administration, other departments, foreign SI and IHE).

**Indicators**

- world rating by consulting firm QS Quacquarelli Symonds (TOP 250 Universities of Emerging Europe and Central Asia);
- world rating THE World University Rankings (firm Thomson Reuters);
- international rating Transparent Ranking of Universities by GOOGLE SCHOLAR Citation;
- U-Multirank – an independent rating prepared with initial funding from the Erasmus+ European Commission;
- All-Ukrainian rating of IHE of Ukraine «Sciverse» according to the SCOPUS database;
- national rating TOP 200 of IHE of Ukraine (Center for International Projects «Eurosvita» and International Expert Group IREG Observatory on Academic Ranking and Excellence);
- consolidated rating of OSVITA.UA independent Internet resource;
- the ratio of revenue according to the scientific research works results that carried out at the expense of general and special funds;
- the volume of revenues to a special fund based on the results of international and contractual scientific research works and the provision of scientific services per academic staff;
- number of employees with the number of publications in the Scopus and WoS databases starting with five and more;
- number of employees with h-index in the Scopus database starting with three and more;
- h-index of University in the Scopus database.

**Strategic directions**

- formation of higher education applicants;
- organization of educational process and the quality of specialist training;
- graduates' employment;
- staff and information support;
- innovative developments of science and technology;
- internationalization processes;
- student youth education and student self-governance development;
- academic integrity;

– preservation of material and technical base and increase of financial and economic activity effectiveness;  
– energy policy;  
– improvement of the management system and corruption prevention.  
**Stages and terms** – realization of strategic development agenda of KrNU is planned for two stages lasting three years each: 2020–2022 and 2023–2025.

**Results expected** – sustainable development of an open, respectable and tolerant ecosystem of higher education applicants and academic;  
– university recognition at the national and international level;  
– democratization and autonomy management of the university;  
– compliance with accreditation criteria;  
– effective state and foreign fundraising;  
– effective indicators of student’s scientific work at the TOP-10 of IHE of Ukraine level;  
– increasing publishing activity of university scientists by publishing the results of their research in the leading national (professional) and foreign journals (Scopus and WoS);  
– expansion of relations with IHE of foreign countries through internationalization;  
– involvement of foreign higher education applicants into study at KrNU.

**Legal and regulatory framework**

*Laws of Ukraine*

Constitution of Ukraine, 1996;  
«On Energy Saving» No 74/94-VR of 01.07.1994;  
«On higher education» No. 1556-VII of 01.07.2014 (with alterations);  
«On prevention of corruption» No. 1700-VII of 14.10.2014;  
«On the principles of the state anti-corruption policy in Ukraine (Anti-corruption strategy) for the period from 2014 till 2017» No. 1699-VII of 14.10.2014 (with alterations);  
«On introduction of new investment opportunities, guaranteeing rights and legitimate interests of business entities for large-scale energy modernization» No 327-VIII of 09.04.2015;  
«On scientific and scientific-technical activity» No. 848-VIII of 26.11.2015 (with alterations);  
«On the priority lines of development of science and technology» No. 2623-III of 11.07.2001 (with alterations);  
«On education» No. 2145-VIII of 05.09.2017 (with alterations);  
«On the principles of the state anti-corruption policy in Ukraine (Anti-corruption strategy) for the period from 2014 till 2017» No. 1699-VII of 14.10.2014 (with alterations);  
«On energy efficiency in buildings» No 2118-VIII of 22.06.2017.

*Decrees of the President of Ukraine*

«On measures to ensure the priority development of education in

Ukraine» No. 926/2010 of 30.09.2010;  
«On the national strategy of the development of education in Ukraine for the period till 2021» No. 344/2013 of 25.06.2013.

*Regulations of the Cabinet of Ministers of Ukraine*

«On approval of the regulations on accreditation of higher education institutions and specialties in higher education institutions and higher vocational colleges» No. 978 of 09.08.2001;

«On the state of the financial-budget discipline, measures to strengthen the fight against corruption and control over the use of the state property and financial resources» No. 1673 of 29.11.2006;

«On approval of the list of paid services that can be provided by educational institutions, other institutions and institutions of the state and communal property educational system» No. 796 of 27.08.2010;

«On approval of the list of the priority thematic areas of research and scientific and technological development for the period till 2020» No. 942 of 07.09.2011;

«The problems of prevention and revelation of corruption» No. 706 of 04.09.2013;

«On approval of the Model Energy Performance Contract» No 845 of 21.10.2015;

«On approval of the procedure of training seekers of higher education for the degree of Doctor of Philosophy and Doctor Science in higher education institutions (Research institutions)» No. 261 of 23.03.2016;

«On approving the procedure and criteria of for granting a higher education institution the status of National, confirmation or withdrawal of this status» No. 912 of 22.11.2017;

«Licensing Conditions for conducting educational activities» No 1187 of 30.12.2015 (in edition by the resolution of the CMU No 347 of 10.05.2018).

*Orders of the Ministry of Education and Science of Ukraine*

«On approval of the order of rewarding the academic titles to research and research-pedagogical workers» No. 13 of 14.01.2016;

«On approval of the order of registration of international research-technological programs and projects implemented within the framework of international research-technological cooperation by Ukrainian scientists, and grants provided within such cooperation» No. 1507 of 20.11.2017;

«Regulations on the accreditation of educational programs for the preparation of higher education applicants» No 977 of 11.07.2019;

«On the state attestation of higher education institutions as to providing their research activity» No. 338 of 12.03.2019.

*Letters of the Ministry of Education and Science of Ukraine*

Letter of MESU No. 1/11-8681 of 15.08.2018 «Recommendations for the prevention of academic plagiarism and its revelation in research papers (author's abstracts, theses, monographs, scientific reports,

papers, etc.)»;

Letter of MESU No. 1/9-650 of 23.10.2018 «Methodological recommendations for higher education institutions concerning provision of academic integrity principles».

*International acts*

Joint declaration of the ministers of education in Europe «European space in the field of higher education» No. 994-525 of 19.06.1999;

Convention on the Recognition of Qualifications concerning Higher Education in the European Region No. 994-308 of 11.04.1997, ratified on 03.12.1999;

Civil convention on the fight against corruption No. 2476-IV of 16.03.2005;

UN convention against corruption No 51-V of 18.10.2006;

Criminal convention on the fight against corruption (ETS 173) No. 252-V of 18.10.2006;

Magna Charta Universitatum of 17.09.2010;

Agreement between Ukraine and European Union on the participation of Ukraine in the European Union program Horizon 2020–Framework program for research and innovation (2014–2020), ratified 15.07.2015;

«Transforming our world: the agenda for the sustainable development till 2030» UN General Assembly resolution of 25.09.2015 70-th session;

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG): approved by the Ministerial Conference in Yerevan, on 14–15 May 2015;

Agreements on cooperation with foreign higher education institutions.

*KrNU regulations*

KrNU Statute;

Decisions of the Academic Council of the University;

Orders and instructions of the rector;

Anti-corruption program of KrNU for 2019–2020 acad.year., approved by rector's order No. 242-1 of 02.09.2019;

Regulation on the corruption risk assessment commission in KrNU, approved by rector's order No. 33-1 of 28.02.2018.

## MISSION AND POLICY OF SERVICE QUALITY OF UNIVERSITY

The mission of Kremenchuk Mykhailo Ostrohradskyi National University consists in training competitive human capital for the innovative development of Ukraine, the self-realization of an individual, meeting the needs of the society, the labor market and the state in highly qualified specialists. The purpose of the mission is for a person to obtain a set of systematic knowledge and practical skills, ways of thinking, professional, ideological and social qualities, moral and ethical values, other competences acquired at KrNU in the relevant field of knowledge, according to a certain qualification at I–III levels of higher education. The University mission includes the Prydniprovya region, Ukraine and Europe.

The KrNU mission is based on the four main principles:

- autonomy, which implies self-determination, independence and responsibility of the University in decision-making concerning the development of academic freedoms, organization of the educational process, scientific research, internal management, economic activity, independent selection and placement of personnel within the limits stipulated by the Law of Ukraine «On Higher Education»;

- academic integrity as a set of ethical principles and rules, defined by the Laws of Ukraine «On Education» and «On Higher Education», that are to guide the participants in the educational process in the course of learning, teaching and conducting research in order to ensure confidence in the results of studying and/or scientific achievements;

- academic mobility enabling participants in the educational process to study, teach, intern or perform research in another HEI (research institution) in or outside Ukraine;

- academic freedom, which implies self-support, the academic responsibility and independence of the participants in the educational process in carrying out pedagogical, research and/or innovative activity performed on the principles of freedom of speech and creativity, dissemination of knowledge and information, carrying out research and using its results, and is actualized taking into account the restrictions stipulated by the Law.

KrNU recognizes state policy and related procedures that ensure the quality of educational and scientific services. The strategy, policy and procedures for constant improvement of service quality has official status and are officially available to public and involve participation of higher education applicants and other stakeholders in the process of its provision, namely:

- the officially defined policy and procedures provide common framework within which university develops its quality providing system and monitors its effectiveness;

- policies and procedures also contribute the recognition by the public of the university's right to autonomy;

- policy contains program declarations of intents and the means by which they will be achieved;

- university is eager to enter the European Higher Education and Science Space.

# STRATEGIC DIRECTIONS AND CONTENT OF DEVELOPMENT

## 1 EDUCATION ACTIVITIES

### 1.1 Higher education applicants' contingent formation:

- development of strategic partnership of university with educational institutions, IHE of I and II levels of accreditation in the region, enterprises and organizations, social structures, etc.;
- market monitoring in order to train specialists taking into account the needs of consumers of scientific and educational services;
- expanding public relations through mass media, public events and advertising activities of university;
- optimization of the admission to university, taking into account needs of the market and the demographic situation on the basis of forecasting and monitoring, strengthening the individualization of propaganda and career guidance work.

### 1.2 Organization of educational process and quality of professional training:

- the diversification of specialties for obtaining second degree;
- development of a comprehensive program of measures to improve the quality of education and science;
- development of measures aimed at improving the curricula in accordance with the requirements of the Bologna Process, based on the correspondence of the competences acquired by the higher education applicants, his professional and/or academic qualifications;
- implementation of the methodology of faculty quantitative evaluation;
- systematic analysis of graduates' employment status, providing feedback to employers;
- improving the quality of the educational process through the introduction of innovative teaching technologies, updating of training programs, lectures, practical classes, seminars, laboratory works, arrangement and publication of modern textbooks and manuals;
- supplementation of the curricula with variable component disciplines, which are studied while exploring similar specialties in the leading universities of the world, but which are not presented in the compulsory component of the national curriculum;
- constant monitoring of the education quality;
- involvement of consumer enterprises in monitoring and ensuring the impact on the quality of specialists' training;
- provision of material incentives for best students, expanding the practice of personal scholarships appointment.

### 1.3 Student employment:

- implementation of effective measures of vocational guidance and propaganda work on the basis of analysis of previous years;

- increase of contingent, including those at the expense of foreign citizens, high-quality advertising company, marketing strategy, licensing of new educational programs;
- development of qualitative educational complexes, ECTS packages;
- expansion of the range of work with gifted children (the opening of university lyceum in the fields of knowledge, professional and subject competitions, contests of scientific works, in particular in the format of the Academy of Sciences of Ukraine, creation of specialized laboratories for collective use by schoolchildren, scientific picnics and other events) in order to attract them to study at university;
- optimization of admission rules taking into account modern conditions, demographic situation in the region and monitoring structure of EIT results;
- establishment of a subdivision for registration of participants in EIT on the basis of the university and provision of conditions for its annual holding.

#### 1.4 Faculty and informational provision:

- provision of defense at least 10 to 15 candidate and 1 to 3 doctoral theses annually;
- improving the efficiency of postgraduate and doctoral studies by training staff in the prescribed period of training;
- optimization of university specialized academic councils' activity and providing defense of 15 to 20 theses there annually.
- provision of implementation and use of advanced information and computer technologies in the educational process;
- modernization and updating at the departments of methodological support electronic databases;
- research on the effectiveness of the distance learning elements implementation;
- provision of publication of 10 to 12 textbooks, manuals and scientific monographs per year;
- monitoring of university staff and recommendation graduate students and masters and assistants for postgraduate training program;
- improvement of structure and management system of information provision of the educational process;
- implementation and development of advanced informational technologies in education and science;
- providing free access to national and international educational and science metric platforms and databases, in particular Scopus and WoS CC.

## 2 INNOVATIVE DEVELOPMENT OF SCIENCE AND TECHNOLOGIES:

- creation of an investment attractive image of the university;
- development of fundamental scientific researches and applied developments, diversification of their financing sources;

- integration of education, science and economics at the regional, national and international levels;
- fundraising of traditional and new material resources;
- creation of new products of intellectual property;
- technology transfer to manufacturing;
- improvement of the managing and financing system of research activities;
- formation of modern material and technical research base;
- integration of university research and development sector into national and international scientific and technological space;
- development of innovation activity by upgrading the innovation level of scientific developments;
- implementation of new information technologies scientific research at the city, district, region and country level;
- ensuring participation of university in national and international ratings;
- opening of one-time specialized academic councils on the defense of doctor of sciences;
- motivation of active scientific work of higher education applicants and young scientists through the development of scientific societies and their engagement in scientific research on a paid basis;
- enhancement of university staff publishing activity by means of their publication in the leading national and foreign scientific journals, indexed in international scientific metric databases.

### 3 INTERNATIONALIZATION PROCESSES:

- expansion of relations with foreign HEI in order to exchange faculty and higher education applicants and cooperate in scientific and educational activities;
- carrying out work on attracting foreign higher education applicants to study at university;
- carrying out a set of information activities on participation in grant programs, scholarships, participation in contests, internships abroad;
- participation in international and European programs, including Open World, Fulbright Academic Exchanges, DAAD, Erasmus+, Horizon 2020, Eureka & others.

### 4 STUDENT YOUTH UPBRINGINGS

#### AND DEVELOPMENT OF STUDENT SELF-GOVERNMENT:

- carrying out thematic events of national and patriotic orientation;
- enhancement of educational work aimed at introducing a healthy lifestyle and counteracting the spread of tobacco smoke, drug addiction, AIDS, tuberculosis;
- improving selection of mentors, their training, continuation of university mentorship school activity, provision of curatorial hours content;
- facilitating the work of student self-government bodies, increasing their role in the educational process organization, solving accommodation problems and

organizing student life in hostels;

- promoting the development of student amateur art groups, organizing meaningful leisure activities for students, conducting a series of entertaining events like «Queen of University», Club of the Merry and Inventive Championship, Student Spring Festival, etc.;

- diversification of sports, mass and recreation activities in extracurricular time, including on weekends and holidays.

#### 5 ACADEMIC INTEGRITY:

- adherence to a set of ethical principles and rules defined by law, which should guide the participants of the educational process during training, teaching and conducting research (creative) activity in order to ensure confidence in the studying results and/or research (creative) achievements;

- awareness of each participant in the educational process of the importance and necessity of adherence to these norms in order to change the general culture of behavior and to assist in the formation of a proper outlook and adequate value orientations;

- accumulation, storage, systematization, reproduction, publication and spreading in electronic format of the academic texts of the teaching staff, students, PhD students and doctoral students;

- providing free access to open data contained in the depository and facilitating the development of applied tools for working with academic texts and other data;

- involvement of the university library and student council in promoting the principles of academic integrity among students.

#### 6 PRESERVATION OF MATERIAL & TECHNICAL BASE AND INCREASE IN EFFICIENCY OF FINANCIAL & ECONOMIC ACTIVITY:

- working out of administrative regulations corresponding to new structure of university;

- specification of university social infrastructure indicators' system;

- development and implementation of the contract system of academic staff hiring and remuneration of academic staff;

- development and implementation of the system of stimulation of academic staff innovative activity;

- specification of the criteria for calculating the specialists' training cost, developing and implementing of calculating methodology for costs associated with acquiring higher education and scientific degrees in different fields and specialties;

- establishment of criteria for the economic services quality and monitoring of their compliance;

- endowment for educational and scientific activities at the expense of diverse sources;

- creation of a system of intellectual property rights protection;

- optimization of staffing according to the higher education applicant's contingent exist;
- minimization of external and internal dual jobholders;
- reduction in hourly payment due to the optimization of educational instruction planning;
- increase in the number of foreign higher education applicants;
- acquisition of sponsorship funds for the maintenance of the material base of university;
- increase in the size of rented premises;
- timely repair of premises, provision of material and technical and sanitary-hygienic conditions for educational process organization;
- guarantee of safe and favorable working and studying conditions.

#### 7 ENERGY POLICY:

- increase in efficiency of using energy resources by university material and technical base of university;
- provision of sustainable energy efficiency of university buildings;
- expansion of university interaction with local and regional authorities for implementation of energy efficient technologies in housing and municipal services;
- acquisition of sponsors, investors, grant resources for the modernization of university buildings.

#### 8 IMPROVEMENT OF THE MANAGEMENT SYSTEM AND CORRUPTION PREVENTION:

- providing optimization of the management system, combination of administrative and self-management principles, decision-making and implementation of management decisions at all levels;
- ensuring the unity of the education, research and manufacture processes, continuity and end-to-end nature of training specialists;
- enhancing the role of student self-government as an equal partner in university management;
- introduction of strategic planning of the university and its departments;
- creation of an effective system of regular reporting of each elected leader to his/her staff in all fields of activity, strict observance of democratic principles of the electoral system;
- ensuring compliance with the requirements of anti-corruption legislation;
- settlement and prevention of potential conflict of interests;
- identification and assessment of corruption risks in the activities of the University.

STRATEGIC DIRECTIONS OF KRNU ACTIVITY are based on the continuous development of an internal quality assurance system that corresponds to European standards (ESG) and provides for the implementation of the following requirements:

- the definition of the subjects of activity in the university structure, the distribution of authority and responsibility between them, as well as the introduction of transparency in the adoption of management decisions;

- recognition and implementation of student-oriented learning, teaching and assessment;

- introduction of a rating system for assessing knowledge;

- regular survey of students, teachers, graduates, the public and employers about the quality of educational programs and educational components in them in order to improve;

- introduction of innovative technologies and studying and teaching methods.

As well as systematic assessment of such areas of the university:

- the goals, program results of studying, the structure and content of educational programs, their profiles, taking into account the university mission, the availability of an educational standard, the development trend of the specialty, labor market, industry and regional aspects, as well as the experience of similar domestic and foreign educational programs;

- educational activities in educational programs (educational components (taking into account individual educational trajectories), qualification work, student certification and performance system, contingent movement);

- systems of access to educational programs and recognition of learning outcomes;

- the effectiveness of the forms and methods of studying and teaching, their impact on the achievement of program learning outcomes, compliance with the requirements of a student-oriented approach and the principles of academic freedom;

- success of graduates (employment of graduates in the regional labor market);

- effectiveness of forms of control measures, analysis of the university's policy on standards and procedures for observing academic integrity;

- compliance with the academic and / or professional qualifications of the teachers involved in the implementation of the educational program, and their ability to ensure the achievement of the goals and program results of studying defined by the relevant program;

- creative and research activities (the quality and direction of research at the university in the context of educational programs, as well as success in the process of obtaining grants and attracting scientific and pedagogical workers, students and graduate students in their implementation, quality and citation index of published texts);

- university internationalization (international cooperation, student and teacher mobility, projects with foreign HEI, international grants, etc.);

- the effectiveness of the university internal structure, the legal capacity of units;

- financial resources, material support, information and technical equipment, assessment of administrative and support activities (for example, background for students).