

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
State institution “Luhansk Taras Shevchenko National University”

CERTIFY
Rector State institution “Luhansk
Taras Shevchenko National
University”
Serhiy Savchenko

Development strategy
State institution “Luhansk Taras Shevchenko National University”
2019-2025

APPROVED
by the Academic Council
protocol №2 27.09.2019

Starobilsk

2019

INTRODUCTION

Information about the university

March 1, 1921 - opened provincial higher pedagogical courses.

1923 - the first in Donbass was founded on the basis of pedagogical courses higher educational institution Donetsk Institute of Public Education (DIPE) in the city of Luhansk.

1934 - DIPE was reorganized into Luhansk State Pedagogical institute.

1939 - Luhansk State Pedagogical Institute was named in honor of Taras Shevchenko.

1998 - The Institute is accredited at the IV level, Luhansk Taras Shevchenko State Pedagogical University was established

2003 - Decree of the President of Ukraine № 1012/2003 September 11, Luhansk Taras Shevchenko State Pedagogical University was granted the national status.

2008 - LNPU was reorganized into Luhansk Taras Shevchenko National University.

2014 - due to the difficult socio-political situation in eastern Ukraine Luhansk Taras Shevchenko National University temporarily moved to Starobilsk.

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Formation of the Development Strategy of the State Institution “Luhansk Taras Shevchenko National University (further referred as to Luhansk National University) is conditioned by necessity implementation of changes aimed at improving the quality of educational services and competitiveness of the University in a new socio-cultural context, determining the prospects for the development of LNU during the military conflict in the Donbass and in the recovery period after the end of this conflict. The

strategy will give opportunity to combine the training of higher specialists in the activities of the University qualifications, research and educational work among the population.

The basic principles of the Strategy development are delineation strategic directions of the University development, definition of strategic tasks and ways to solve them; direction of the teaching staff, the staff and the students to work together to achieve strategic goals of the University; public awareness of strategic priorities of the University; system improvement University management; development of scientific-pedagogical and material-technical potential of the University; ensuring the openness of the University, active integration into the world information space, membership in international educational organizations; maintaining and strengthening the leading role University in the system of national education.

The requirements of regulatory and legal requirements were taken into account during the development of the Strategy acts, methodological documents in the field of reforming education, science, in particular Constitution of Ukraine, Laws of Ukraine "On Education", "On Higher Education", "On scientific and scientific and technical activities ", " On priority areas of development Science and Technology ", " On priority areas of innovation in Ukraine, "On the Concept of national-patriotic education of children and youth", State National Program "Education" ("Ukraine of the XXI Century"), Strategy development of education in Ukraine for 2012 - 2021, Standards and recommendations for quality assurance in the European Higher Education Area (ESG), Recommendations of the National Agency for Quality Assurance in Higher Education regarding the introduction of an internal quality assurance system and others normative legal documents approved by the President of Ukraine, The Verkhovna Rada of Ukraine, the Cabinet of Ministers of Ukraine, the Ministry Education and Science of Ukraine, as well as the Charter of the University.

SECTION 1

Vision, mission, principles, values, priorities strategic development of the University

The vision of the University is the eastern outpost of higher education in Ukraine center of education, science and culture of the region and the country, which retains its identity, classical essence, ensures the unity of fundamentality and professional content of education, availability of quality education, integration into international system of science and education, capable of training higher education qualifications for the sectoral needs of the region and the country.

The mission of the University is to provide training competitive professionals based on the organic unity of high quality student-centered learning, research, creativity, patriotism and for the purpose of further reintegration of the temporarily occupied territories.

Principles that guide the University in its activities:

- ensuring the quality of education and research in accordance with EHEA standards, their innovative orientation;
- unity of science, education, educational activities in the region and social and humanitarian work;
- continuity of education, cultural continuity;
- openness to new needs of society and integration into the world scientific and educational space;
- maintaining a high spirit of academic partnership, humanistic orientation, corporate ethics.

Values according to which the University carries out its activities:

- student-centeredness;
- critical thinking;
- academic integrity;
- autonomy and freedom;
- system and integration;
- internal and external openness;

- democracy and transparency for society;
- humanism and tolerance for cultural diversity.

Priorities of strategic development of the University:

- **ensuring the quality of education:** compliance with higher education standards, ensuring the quality of educational activities, continuous improvement quality management systems;

- **diversification of educational services:** optimization of educational (educational-professional and educational-scientific) programs for applicants for higher education education, internship and training programs in accordance with perspective needs of the labor market;

- **active integration into the world, European educational and scientific space:** international cooperation, broad representation of research results in global scientometric databases, development of mobility programs students and teachers of the University;

- **definition of priority directions of scientific development:** restoration of relevant laboratories, subscription of leading ones scientific publications and support of their own scientific publications, which in run should be indexed in leading databases;

- **achieving optimal financial and economic condition University:** development of material and technical base with the purpose providing favorable conditions for educational and scientific activities, creative development of personality, increase of household comfort students and staff;

- **creation of a full-fledged university campus,** in which the campus would be combined with cottages for teachers;

- **a combination of favorable conditions for labor activity team and students with physical rehabilitation and sports.**

Risks in the implementation of the University Strategy:

- difficult political situation in Donbass;
- underfunding, high inflation;
- demographic crisis;
- socio-economic crisis phenomena;
- possible resistance of employees to innovations;
- inconsistency of management of all levels of the University with the new conditions;

- lack of mutually beneficial relations with local communities, entrepreneurs;
- imitative attitude to scientific work.

SECTION 2

Analysis of the external and internal environment of the University

SWOT analysis

State Institution "Luhansk Taras Shevchenko National University "

Strengths	Description
Pricing policy	Advantages in pricing policy for the contract form of education for obtaining bachelor's and master's degrees, creating a sustainable competitiveness of the University
Professional, changeable staff	Thanks to the availability of qualified scientific and pedagogical staff, the University is able to provide competitive advantages in providing quality educational services and implementation of scientific research
Developed and active student self-government	The University has created conditions for the development of student government in accordance with state and European standards; active doings has results at the regional and all-Ukrainian levels (trainings, meetings, forums)
Academic freedom in the conduct of scientific, pedagogical and scientific activities that carried out on the principles of freedom of speech, thought and creativity	Formed corporate ethics, based on academic values, traditions and freedoms, creating an atmosphere in which a constructive attitude to a new idea is the most significant value; joining the University to the program "Academic Integrity"
Set of applicants for higher education on the basis of examinations and based on the interview	The right of displaced higher education institutions to recruit persons from the occupied territories on the basis of examinations and servicemen - based on the interview
Preservation of scientific ethos, transparency of scientific activity	Holding of regular international conferences, forums, round tables with participation of foreign participants with exchange of experience, reception and distribution of practical results in the field of education allows to propagate results of research work and scientific developments of University in mass media, information, at symposia, conferences of all levels.

Orientation to the world scientific and educational space	In the rating exhibition competition of the IX international exhibition "Modern educational institutions - 2018" LNU was awarded the diploma of the Grand Prix «Leader international activities». According to the results of competitive selection and examination, the University received a gold medal in the thematic nomination and a certificate "Quality of scientific publications" for indicators of the rating of the international scientometric database Scopus
Innovative transformation space and services of the scientific library	The digital repository of LNU occupies leading positions among the repositories of Ukrainian higher education institutions
Conditions for the development of creativity, the disclosure of creativity, the acquisition of multilingualism students	The organic combination of educational, scientific, educational and social-humanitarian activities allows to prepare a competitive specialist who is able to adapt to the constantly changing environment.
Sports activities of the University	Students and graduates of the Educational and Scientific Institute of Physical Education and Sports won 35 medals: 12 gold, 9 silver and 14 bronze - on Olympic Games; 5 medals: 2 gold, 2 silver, 1 bronze - at the World Summer Universiade in Taipei (2017); became champions and record holders of Europe and the World in powerlifting (2017), European champions in diving (2017 - 2019).
<i>Weaknesses</i>	<i>Description</i>
Low level of popularization University among the population in the region	Low level of trust of the population of the region to receive education in LNU and prejudice about the level of quality of education in universities of large cities.
Geographical location of LNU	The University is located in a small town of Luhansk region, which reduces the further employment of graduates of the University and causes an outflow of potential applicants for higher education to large cities.
Insufficiently effective marketing of educational services of the University	Insufficient targeted work with the contingent of applicants; lack of funding for organization and conduct of advertising campaigns, in particular for announcements and announcements on radio stations.
Lack of clear positioning of LNU among stakeholders	Lack of conceptual models of cooperation and social partnership with the public (local governments, charitable foundations, NGOs, activists) and insufficient connections with potential customers.

Discrepancy material and technical base of the University level modern leading universities of the world	In the conditions of operation of relocated institutions of higher education there are difficulties in providing the educational process with a sufficient number of modern high-tech equipment.
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Features	Description
Development of the University infrastructure	Development of the University Infrastructure Development and implementation of measures to improve the living conditions of students and staff of LNU; creation of a university campus.
Comprehensive research of the market of educational services	Implementation of marketing research of the market of entrants, employers, graduates and other target groups for the purpose of substantiation of structure of preparation of experts, formation of the nomenclature of directions and specialties according to changes of market conditions, identification of competitive factors advantages of the University and the formation of appropriate image policy.
Continuous improvement of the content of education	Focus on the latest technologies and teaching methods, maximum use in the educational process of modern information and communication systems, student-centric approach.
Development of existing and creation of new international programs of training and exchange	Cooperation with foreign and domestic organizations on involvement in training at the University of foreign applicants for higher education, graduate students and student exchange.
Working with the contingent of applicants for higher education	It is possible to increase the contingent of applicants for higher education from the temporarily occupied territories (conditions of admission, obtaining state diplomas).
Popularization University in the Internet space, in particular in social networks	Strengthening the popularity and promotion in the educational market through the organization of PR activities aimed at different target audiences, through the use of traditional and innovative communication channels.

Improving the quality of educational services	Development and implementation in the educational process of the latest integrated learning technologies created as a result of scientific research will help improve the quality of educational services and the formation of sustainable competitive advantages University of Luhansk region.
Improvements financial and logistical state of LNU	Creation of financial reserves and funds for resource provision of new perspective directions of activity of the University, additional financing of scientific researches and innovations in educational process.
Development of scientific activity	Direction of scientific research on socio-economic development of the region and the country; identifying and filling the "niche" of scientific demand results will increase the ranking of the University in national rankings.
Opportunity for applicants to receive lifelong learning	Creating conditions for lifelong learning on the basis of flexibility, dynamism, ability to adequately and quickly respond to the demands of the labor market, to meet personalized needs, which will increase the contingent of consumers of educational services.
Ensuring social protection of employees and students	Formation of a full-fledged university campus with powerful buildings, a large library, dormitories for students and apartments for teachers; strict adherence terms of the contract.
Threats	Description
Adverse demographic situation in the region and Ukraine in general	Decrease in birth rate and corresponding decrease in the number of potential students.
Rising costs of educational institutions due to rising cost of resources	Rising inflation, the general economic crisis may lead to a decrease in the profitable scope of the University.
Unpreparedness University to rapidly increase the array and pace of updating information	Accelerating the pace of social development, which has a clear perspective and research and innovative nature of global development, may lead to increased requirements for the quality of research, technological development, educational services and knowledge transfer.
Decreased demand among the population for higher education and other education services provided by the University	The growing demand for extracurricular learning caused by the spread of media technology, online education and the activation of providers low-quality educational services in connection with the unification of forms and methods of knowledge transfer.

<p>Increased competition in the educational environment due to the activity of domestic and expansion of foreign institutions</p>	<p>In accordance with the European and global integration of Ukrainian society, which contributed to radical reforms in the field of education and science, especially after the signing of the Association Agreement between Ukraine and the EU, the outflow of potential students abroad has increased.</p>
<p>Outflow highly qualified specialists among professorial teaching staff</p>	<p>The difficult working conditions of teachers of displaced higher education institutions, related in particular to the lack of housing for displaced persons, cause relocation teaching staff to other cities.</p>

SECTION 3

Strategic goals and objectives

3.1. Ensuring the quality of education and educational activities

3.1.1. Compliance of educational programs for which the University provides training, the Qualifications Framework of the European Higher Education Area (EQF) and the needs of the labor market and the demands of employers

Strategic tasks:

2019 – 2020	Develop educational programs to provide future professionals with a modern level of education; create textbooks and manuals that reflect modern advances in science. <i>Responsible:</i> heads of departments, guarantors of educational programs.
2020 – 2025	Monitor the market of educational services and the labor market in order to respond mobile to their needs. <i>Responsible:</i> educational and methodical department, heads of departments, guarantors of educational programs.
	Ensure the combination of theoretical and applied aspects of education, improve the quality and efficiency of industrial practice of higher education, strengthening cooperation with business, government agencies and non-governmental organizations, involving practitioners in the educational process. <i>Responsible:</i> heads of departments.

3.1.2. Creating an effective internal quality assurance system (EQSA) based on ESG standards by developing indicators that will assess and confirm the quality of education, and support its further work and improvement

Strategic tasks:

2019 – 2020	Introduce a quality assurance policy based on ESG standards at the University. <i>Responsible:</i> rector of the university, vice-rectors for scientific and pedagogical work, directors of educational and scientific institutes, deans of faculties.
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	<p>Develop educational programs involving teachers, students and other stakeholders. <i>Responsible:</i> heads of departments, guarantors of educational programs</p>
2020-2025	<p>Implement student-centered learning that respects and takes into account the diversity of students and their needs, enabling flexible learning trajectories; maintains the student's sense of autonomy, while providing him with appropriate aid and support from the teacher; create appropriate quality assurance procedures for evaluating and reviewing student proposals and applications. <i>Responsible:</i> directors of educational and scientific institutes, deans of faculties, heads of departments, teachers.</p>
	<p>Ensure compliance of the teaching staff with the requirements of the ESG standards; to promote opportunities for professional development of teachers; encourage scientific activity to strengthen the links between education and research, as well as innovation in teaching methods and the use of new technologies. <i>Responsible:</i> directors of educational and scientific institutes, deans of faculties, heads of departments.</p>

3.1.3. Application of internal and external quality control of the educational process, introduction of the quality management system of the University education, integration into the European educational process

Strategic objectives:

2019-2020	<p>Develop a transparent system of internal quality control of the educational process. <i>Responsible:</i> educational and methodical department, educational department.</p>
	<p>Develop principles and methods of motivating university staff to move to a systematic position of ensuring the quality of educational services. <i>Responsible:</i> educational and methodical department, educational department.</p>
2020-2025	<p>Carry out regular monitoring of educational programs aimed at ensuring their effective implementation and creating a favorable learning environment at the University. <i>Responsible:</i> educational and methodical department, educational department.</p>
	<p>Create conditions for positive dynamics of the quality of education in accordance with the requirements of external evaluation of higher education institutions. <i>Responsible:</i> the administration.</p>

	<p>Ensure the participation of employers in the process of student education at the University (teaching special courses, practice management, management / co-management of term paper, graduate work, master thesis).</p> <p><i>Responsible:</i> heads of departments.</p>
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3.1.4. Analysis and updating of the available range of specialties of the University, achieving a high level of training in each specialty

Strategic objectives:

2019-2020	<p>Provide updating of educational programs with the use of interdisciplinary, problem- and project-oriented technologies; develop distance learning technologies based on the introduction of flexibility in choosing the form of education in accordance with the needs of the labor market, the consumer and the conditions of the relocated institution of higher education; develop new educational components, taking into account the results of research works in priority areas of science and technology.</p> <p><i>Responsible:</i> heads of departments, guarantors of educational programs, teachers.</p>
2020-2025	<p>Carry out licensing and accreditation of modern educational programs to meet the need for education of all age groups of citizens on the principle of Life Long Learning.</p> <p><i>Responsible:</i> heads of departments, guarantors of educational programs.</p>
	<p>Spread learning practices with the possibility for students to choose academic disciplines.</p> <p><i>Responsible:</i> heads of departments.</p>

3.2. Development of research and innovative activities

3.2.1. Acquisition by the university of the status of a self-governing institution of higher education of research type, which meets the requirements for leading educational and scientific institutions in terms of volume, level and quality of scientific research

Strategic objectives:

2019-2020	<p>Create conditions for carrying out scientific researches and developments corresponding to modern principles of the organization of scientific and innovative activity, the best domestic and world practices.</p> <p><i>Responsible:</i> rector, vice-rector for scientific and pedagogical work Vakhovskyi L.C., heads of departments.</p>
	<p>Develop a holistic system of search and development of talented student youth; to intensify the work of the Student scientific society,</p>

	<p>adhering to the principle of combining teaching and research work of students. <i>Responsible:</i> directors of educational and scientific institutes, deans of faculties, heads of departments, council of young scientists.</p>
	<p>Develop and implement a system of moral and material stimulation of achievements of teachers, postgraduates and students in scientific activity, the mechanisms of which are monitoring the quality of scientific work and compiling ratings of its results. <i>Responsible:</i> rector, vice-rector for scientific and pedagogical work Vakhovskyi L.C.</p>
2020-2025	<p>Establish a mutually beneficial partnership with domestic and foreign educational and scientific institutions, companies interested in conducting joint basic and applied research. <i>Responsible:</i> vice-rector for scientific and pedagogical work Vakhovskyi L.C., heads of departments.</p>
	<p>In order to ensure academic integrity to check for plagiarism of scientific publications, dissertations, master's and bachelor's theses, using Unichack – a corporate package for higher education institutions (online plagiarism search service). <i>Responsible:</i> vice-rectors for scientific and pedagogical work Uzhchenko V.D., Vakhovskyi L.C., Meniailenko O.S.</p>
	<p>Increase the scientific level of pedagogical staff and improve the activity of postgraduate and doctoral studies by enhances control over the preparation and quality of dissertations and implementation of scientific guidance. <i>Responsible:</i> vice-rector for scientific and pedagogical work Vakhovskyi L.C., supervisors, postgraduate department.</p>

3.2.2. To increase of citation rates of University employees in world scientometric databases, gaining international recognition of periodicals LNU

Strategic objectives:

2019-2020	<p>Send publishing activity of scientists of University, first of all in authoritative international and national editions. <i>Responsible:</i> vice-rector for scientific and pedagogical work Vakhovskyi L.C., heads of departments.</p>
	<p>Implement a system to prevent cases of academic plagiarism. <i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work Vakhovskyi L.C., Uzhchenko V.D., heads of departments, educational and methodical department.</p>
	<p>Provide a mechanism for the protection of intellectual property rights of university employees, an increase in the number of received security documents (patents for inventions and utility models) of Ukraine.</p>

	<i>Responsible:</i> vice-rectors for scientific and pedagogical work Meniailenko O.S.
2020-2025	Support university scientific publications, to promote them to international scientometric databases. <i>Responsible:</i> vice-rectors for scientific and pedagogical work Vakhovskyi L.C., Meniailenko O.S., editors of scientific publications.
	Use the resources of international scientometric databases (Web of Science and Scopus) in the scientific activities of the University. <i>Responsible:</i> vice-rector for scientific and pedagogical work Vakhovskyi L.C., heads of departments.

3.2.3. Implementation at the University of innovative methods of organizing the educational process and research, creating opportunities and foundations for the export of its educational services and scientific results

Strategic objectives:

2019-2020	Introduce a practice-oriented approach to the implementation of research projects: “basic research – applied research and development – commercial development”. <i>Responsible:</i> vice-rector for scientific and pedagogical work Vakhovskyi L.C., heads of departments.
	Deepen scientific cooperation with external organizations through the creation and implementation of joint innovative developments and projects. <i>Responsible:</i> vice-rector for scientific and pedagogical work Vakhovskyi L.C., heads of departments.
2020-2025	Increase the activity of scientists in the use of multichannel sources of research funding, involvement of scientists in the implementation of national projects (including complex interdisciplinary), state programs, participation in competitions for state orders, implementation of projects at the level of tasks of individual industries of the country under agreements with enterprises and companies. <i>Responsible:</i> vice-rector for scientific and pedagogical work Vakhovskyi L.C., heads of departments, postgraduate department.
	Intensify the participation of scientists in the development and implementation of state target, sectoral and regional scientific, scientific and technical, socio-economic projects and programs; to develop and deepen international, intersectoral, interuniversity cooperation based on the implementation of joint research programs, projects and developments. <i>Responsible:</i> heads of departments.

	<p>Improve the indicators of scientific and innovative activity of the university among domestic and leading universities of the world.</p> <p><i>Responsible:</i> vice-rector for scientific and pedagogical work Vakhovskyi L.C., heads of departments.</p>
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3.2.4. Ensuring constant monitoring and appropriate adjustment of priority areas of research in accordance with the demands of the national and world consumer markets of scientific and technical products

Strategic objectives:

2019-2020	<p>Intensify the activities of the scientific society of students, postgraduates, doctoral students and young scientists, student scientific circles to increase the scientific activity of all subjects of the educational process.</p> <p><i>Responsible:</i> vice-rector for scientific and pedagogical work Vakhovskyi L.C., postgraduate department, council of young scientists.</p>
	<p>Orient the implementation of research work in areas that are related to the challenges facing the world community and are relevant to the development of the Ukrainian state.</p> <p><i>Responsible:</i> heads of departments.</p>
2020-2025	<p>Ensure the implementation of research and development in priority areas of science and technology and international projects, programs, grants.</p> <p><i>Responsible:</i> vice-rector for scientific and pedagogical work Vakhovskyi L.C., international department.</p>
	<p>Hold scientific conferences, symposia, round tables and other events aimed at disseminating and promoting the results of scientific and innovative activities in the educational process and professional environment.</p> <p><i>Responsible:</i> vice-rector for scientific and pedagogical work Vakhovskyi L.C., heads of departments.</p>

3.3. Improving international cooperation

3.3.1. Expanding international cooperation through the effective realization of the potential of bilateral and multilateral agreements with foreign universities and research institutions

Strategic objectives:

2019-2020	<p>Build partnership with foreign university to expand research and ensure relationships through knowledge sharing.</p> <p><i>Responsible:</i> rector, first vice-rector, vice-rector for scientific and pedagogical work, international department.</p>
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2020-2025	<p>Implement international educational programs and long-term cooperation agreements, to promote student exchange with higher educational institutions in Europe and other countries.</p> <p><i>Responsible:</i> rector, first vice-rector, vice-rector for scientific and pedagogical work, international department.</p>
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3.3.2. Increasing the contingent of foreign students at the University

Strategic objectives:

2019-2020	<p>Expand the list of disciplines for teaching foreign languages in order to increase the contingent of foreign students.</p> <p><i>Responsible:</i> training department, international department, heads of departments.</p>
2020-2025	<p>Continue the practice of informing the international community about the activities of LNU through the official website, social networks, information booklets in English and other languages, participation of University representatives in international exhibitions, forums, conferences.</p> <p><i>Responsible:</i> first vice-rector, vice-rector for scientific and pedagogical work Meniailenko O.S., international department.</p>
	<p>Promote the international certification of the university to ensure the competitiveness and high demand for its educational services.</p> <p><i>Responsible:</i> rector, first vice-rector, vice-rectors for scientific and pedagogical work.</p>

3.3.3. Active participation of the university in the preparation of applications and implementation of international educational and research projects both within intergovernmental

Strategic objectives:

2019-2020	<p>Analyze proposals for the implementation of international educational and research projects.</p> <p><i>Responsible:</i> rector, first vice-rector, vice-rectors for scientific and pedagogical work, international department.</p>
2020-2025	<p>Carry out an intensive exchange of higher education seekers, scientific and scientific-pedagogical workers within the framework of academic mobility programs and scientific research.</p> <p><i>Responsible:</i> rector, first vice-rector, vice-rectors for scientific and pedagogical work, international department.</p>

3.4. Ensuring financial, economic and infrastructural development

3.4.1. Ensuring a stable financial and economic condition, increasing financial revenues, rational use of resources for the development of priority areas of the University activities

Strategic objectives:

2019-2020	Attract internal and external investments for the best resource provision of all directions of the University activities. <i>Responsible:</i> rector, first vice-rector, chief accountant.
	Create conditions for the introduction of energy efficient technologies and rational use of current costs. <i>Responsible:</i> vice-rector for administrative and economic affairs.
2020-2025	Develop a system of medium-term financial and economic forecasting of the level of income of educational and scientific institutes, faculties by certain types of activity for timely decision-making. <i>Responsible:</i> directors of educational and scientific institutes, deans of faculties.
	Improve organizational and financial mechanisms that increase the independence, interest and responsibility for the final results of the subdivisions activities (department, educational and research institutes, faculties and other structural subdivisions). <i>Responsible:</i> vice-rectors for scientific and pedagogical work, directors of educational and scientific institutes, deans of faculties and other structural subdivisions.
	Create a system of monitoring and management of income and expenditure of the university based on modern information technologies in “real time”. <i>Responsible:</i> vice-rector for scientific and pedagogical work Meniailenko O.S.

3.4.2. Diversification of sources, forms of financing, optimization of income structure, strengthening of transparency of the formation and spending of costs

Strategic objectives:

2019-2020	Develop a system of economic justification of the cost and current monitoring of the effectiveness of educational services in specialties, areas of training, program of additional education based on the ration pf income and expenses. <i>Responsible:</i> vice-rectors for scientific and pedagogical work.
	Improve the regulatory framework governing the planning, implementation, monitoring, reporting and analysis of the effectiveness of the financial plans of the University. <i>Responsible:</i> vice-rectors for scientific and pedagogical work.

2020-2025	<p>Improve the pricing mechanism of educational and other services based on constant marketing research and calculation of costs per student.</p> <p><i>Responsible:</i> marketing department.</p>
	<p>Provide legal support for the possibility of using various sources of income of the special fund for additional funding of research and innovation in the educational process.</p> <p><i>Responsible:</i> legal department.</p>

3.4.3. Creation of financial and economic mechanisms for resource provision of the University in case of temporary complication of income from the provision of educational services

Strategic objectives:

2019-2020	<p>Provide an attractive innovation environment for non-state investors interested in scientific and technological developments of the University.</p> <p><i>Responsible:</i> vice-rector for scientific and pedagogical work Vakhovskyi L.C.</p>
2020-2025	<p>Increase revenues due to the growing share of research carried out on a contractual basis, expand educational services (life long learning, special courses and trainings, workshops, certification programs, candidate exams, internships) fundraising and joint project with university partners.</p> <p><i>Responsible:</i> vice-rector for scientific and pedagogical work Vakhovskyi L.C., postgraduate department.</p>

3.4.4. Ensuring compliance with staffing requirements for licensing conditions for educational activities and criteria for confirming the status of a national higher education institution

Strategic objectives:

2019-2020	<p>Develop a system of selection on a competitive basis of highly qualified competent scientific and pedagogical staff of the new generation, which meet the licensing conditions of educational activities and are able to develop and implement the latest learning technologies and diagnostics of the level of knowledge.</p> <p><i>Responsible:</i> vice-rectors for scientific and pedagogical work Uzhchenko V.D.</p>
2020-2025	<p>Improve the rating system of educational, methodical, scientific and social-humanitarian work of scientific and pedagogical workers.</p> <p><i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work Vakhovskyi L.C., Uzhchenko V.D., educational and methodical department.</p>

3.4.5. Increasing the share of scientific and pedagogical workers with scientific degrees and academic titles, winners of state awards, members of the National Academy of Sciences, branch academies, foreign scientific and educational organizations, representative of sound scientific schools, experienced practitioners

Strategic objectives:

2019-2020	<p>Create conditions for scientific growth of teachers, to intensify work on preparation of scientific, scientific-pedagogical workers for assignment of scientific titles of the professor, docent and senior lecturer.</p> <p><i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work.</p>
2020-2025	<p>Improve the system of general university awards and distinctions, to ensure their public presentation, to restore plaques of honor for scientific, scientific-pedagogical workers and other employees of the University.</p> <p><i>Responsible:</i> vice-rector for scientific and pedagogical work Babichev O.I.</p>

3.4.6. Ensuring the advanced nature of professional development, internships of pedagogical, scientific-pedagogical and managerial staff in accordance with the needs of reforming the education system, the challenges of social development

Strategic objectives:

2019-2020	<p>Develop an effective system of motivation and incentives for teachers and staff who improve their skills through various forms.</p> <p><i>Responsible:</i> vice-rectors for scientific and pedagogical work.</p>
	<p>Introduce various forms of encouragement of university employees depending on the effectiveness of their educational and methodical work, the effectiveness of scientific research, the use of modern technologies in the educational process.</p> <p><i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work, educational and methodical department.</p>
2020-2025	<p>Provide conditions for the study of foreign languages by teachers in order to use the opportunities of international mobility, as well as lecturing in foreign languages to both Ukrainian and foreign students. Create a group of teachers of foreign languages.</p> <p><i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work, heads of departments.</p>
	<p>To improve the formation of the personnel reserve and work with it to include in its structure capable organizers, highly educated and competent teachers, other categories of workers.</p>

	<i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work, heads of departments.
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3.4.7. Creation of a modern multi-sectoral integrated infrastructure complex capable of ensuring the implementation of educational, scientific, research, communicative, economic and social functions of a modern higher education institution at the level of state and world requirements

Strategic tasks:

2019-2020	Ensure the normative level of computerization of education process. <i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work.
	Provide free wireless access to educational participants process to the Internet on the territory of all educational buildings and the library. <i>Responsible:</i> rector, vice-rector for scientific and pedagogical work Meniailenko O.S., chief accountant, director of the library.
2020-2025	Continue to equip classrooms with training and laboratory facilities equipment, multimedia equipment to support contact classes and distance learning. <i>Responsible:</i> vice-rector for scientific and pedagogical work Meniailenko O.S., chief accountant.
	Promote the efficient use of materials, energy resources, safe and reliable operation of buildings, structures and engineering networks through timely prophylaxis, modernization, overhaul and maintenance. <i>Responsible:</i> Vice-Rector for Administrative and Economic Affairs.
	Upgrade the material and technical base, computer equipment and internal telecommunication network of the University for effective implementation of new information technologies in the educational process; improve access to the electronic library and digital repository of LNU. <i>Responsible:</i> vice-rector for scientific and pedagogical work Meniailenko O.S., chief accountant, vice-rector of administrative and economic work, director of the library.
	Create conditions for people with special educational needs. <i>Responsible:</i> vice-rector for scientific and pedagogical work Babichev O.I.

3.5. Modernization of the University management system

3.5.1. Introduction of a risk-oriented approach to management, establishment of a timely risk identification system and development measures to minimize them

Strategic tasks:

2019-2020	To develop the system of assessment of political, economic, technical, reliable risks for the development of the university. <i>Responsible:</i> rector, vice-rector for scientific and pedagogical work
2020-2025	Monitor the external and internal environment of the university in order to identify crisis situations in a timely manner. <i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work.
	To form the readiness of employees to produce new ideas and their implementation. <i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work, heads of all departments.

3.5.2. Ensuring transparency in decision-making, awareness of staff, students, the public.

Strategic tasks:

2019-2020	To form an open systematic dialogue of the administration with all members of the team, applicants for higher education. <i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work.
	Ensure transparency of procedures for enrollment and graduation, employment, admission to graduate school, doctoral studies, awarding titles, recommendations for honors and awards. <i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work, educational and methodical department, educational department, postgraduate department.
2020-2025	Update in the Collective Agreement the issues of interaction of the University with the labor collective. <i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work, chairman of the trade union organization of workers and students of Luhansk Taras Shevchenko National University.

	<p>Publish information on all aspects of the University's activities, realization of rights and fulfillment of obligations on the official website, information stands.</p> <p><i>Responsible:</i> vice-rector for scientific and pedagogical work Meniailenko O.S., press center, legal department, department marketing.</p>
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3.5.3. Creating a modern system of strategic and operational management of the university and the formation the system of control over the executive discipline.

Strategic tasks:

2019-2020	<p>Constantly improve the work of the competition project</p> <p><i>Responsible:</i> rector, researchers in scientific and pedagogical work, Human Resources Department</p>
	<p>Ensure transparency in the process of development and discussion of key regulations, their legal examination and approval.</p> <p><i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work, legal department.</p>
	<p>Facilitate the collegial adoption of strategic decisions on the development of the University with the involvement of student government, the scientific community, employers.</p> <p><i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work, council of young scientists, student parliament.</p>
2020-2025	<p>Introduce a transparent system for making and implementing operational decisions, awareness of employees, students, and the public.</p> <p><i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work, press center.</p>
	<p>To form a reserve of managerial staff at all levels (from graduate students, active students), able to ensure the success of the University in a demographic and economic crisis, fierce competition between higher education institutions, to train it and involve it in the management of the University.</p> <p><i>Responsible:</i> rector.</p>

3.5.4. Development of partnerships, cooperation with government agencies, market structures, employers and other stakeholders.

Strategic tasks:

2019-2020	<p>Develop a system of interaction with stakeholders for the implementation of social problems and university activities. <i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work, educational and methodical department, chairman of the trade union organization of workers and students of Luhansk Taras Shevchenko National University.</p>
2020-2025	<p>Create conditions for systematic cooperation with graduates as partners of university activities. <i>Responsible:</i> vice-rector for scientific and pedagogical work Babichev O.I.</p>
	<p>Strengthen cooperation with government agencies, research institutions, business, industry, the public to ensure their participation in the educational process, the professionalization of educational and scientific programs. <i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work, heads of departments.</p>
	<p>Ensure prompt response through updating the content of training, adjusting the activities of the university to legislative, institutional, innovative changes and transformations in society. <i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work, Legal Department.</p>

3.6 Development of the social and humanitarian sphere of the University

3.6.1. Creating conditions for the comprehensive development of the future specialist - patriotic, socially active, highly cultured, competitive, intelligent, physically healthy citizen.

Strategic tasks:

2019-2020	<p>Intensify cooperation with student self-government bodies and assistance in the exercise of their powers in accordance with the Law of Ukraine "On Higher Education". <i>Responsible:</i> vice-rector for scientific and pedagogical work Babichev O.I., Social and Humanitarian Commission.</p>
2020-2025	<p>To form civic dignity, to cultivate respect and love for the native land and Ukrainian traditions. <i>Responsible:</i> social and humanitarian commission, heads chair.</p>
	<p>Create the necessary conditions for the participants of the educational process to realize their abilities and talents; to promote the development of cultural and artistic centers. <i>Responsible:</i> Vice-Rector for Scientific and Pedagogical Work Babichev O.I., Social and Humanitarian Commission, Center for Culture and Leisure.</p>

3.6.2. Ensuring social protection of employees and students, social responsibility of the University to individual and collective consumers, society, openness in the activities.

Strategic tasks:

2019-2020	<p>Develop measures to strengthen the social protection of workers and students; to improve conditions for physical culture and sports; create conditions for physical rehabilitation.</p> <p><i>Responsible:</i> vice-rector for scientific and pedagogical work Babichev O.I., Social and Humanitarian Commission, Chairman of the Trade Union Organization of Employees and Students of the University, Student Parliament.</p>
2020-2025	<p>To support the functioning of an environment free from bribery and abuse of administrative regulations.</p> <p><i>Responsible:</i> rector, vice-rectors for scientific and pedagogical work, legal department.</p>
	<p>To support initiatives aimed at preserving the environment, to promote energy-saving technologies in all types of life among team members and students.</p> <p><i>Responsible:</i> Vice-Rector for Administrative and Economic Affairs activities.</p>

SECTION 4

Scenarios of strategic development of the University

Important factors in the development of the University are the increase in the contingent of applicants for higher education, the preservation of the teaching staff, the development of the material and financial condition of the University.

The development of the University will be carried out according to two scenarios: the first is the resolution of the political conflict in Donbass and the return of the University to Luhansk (scenario 1); the second is the functioning of the University as a relocated institution of higher education in Starobilsk (scenario 2).

Scenario (1) of strategic development of the University on condition of return to Luhansk

Prerequisites:

- elimination of the political conflict in Donbass;
- systematic solution of problems of city development, implementation programs of reconstruction and updating city infrastructure, active implementation of large investment projects;
- gradual exit from the crisis, improvement of the situation in the economic and budgetary spheres;
- restoring the solvency of the population of Donbass;
- active marketing and investment policy;
- overcoming the negative impact of the political situation in Donbass for the development of the University.

Basic assumptions:

The development of the University will take place as a result of solving the most acute problems of the University, launching large infrastructure projects, active implementation of information and organizational support of the most appropriate projects aimed at improving the image of the institution, increasing its competitiveness in the domestic market of educational services. The provision of free legal services will be aimed at minimizing social tensions and the consequences of military aggression in Luhansk region, which will allow to quickly achieve full social adaptation of the University to the new conditions of functioning and development.

The return of the territorial boundaries of Luhansk region will significantly increase the number of consumers of educational services, suspend the migration of qualified personnel and the outflow of students to other cities. Adaptation of the educational process to the standards of higher education ESG will ensure the quality of educational services. Taking into account the popularity of specialties in the labor market, the relevant educational programs will be adapted.

There will be a restoration of recognized scientific schools in Ukraine and a gradual increase in graduate and doctoral students. Work will be carried out to improve the quality of the teaching staff of the University in order to achieve full compliance with licensing and accreditation requirements for educational activities.

Intensification of work in the direction of international recognition through participation in grant projects, international educational programs, publication of scientific papers in international peer-reviewed journals will increase the performance of scientific work of scientific and pedagogical teachers and students.

Strengthening the interaction of the University with state, public and commercial organizations will provide training for highly qualified competitive graduates and will increase the level of employer pleasure with the University graduates. In particular, work will be done to increase the international competitiveness of the University, taking into account the available potential, as well as financial, personnel, infrastructure and regulatory constraints in order to overcome the import-export asymmetry of educational services and promote the University on the international market as a recognized educational center.

The return of working areas and premises, dormitories, sports facilities will significantly enhance the educational, cultural and sports activities of higher education students of the University, as well as offer foreign students a comfortable learning environment. Real assessment of own resources, capabilities, deep understanding of the external competitive environment, honest work of staff will increase the level of public confidence in the University.

Scenario (2) of strategic development of the University under the condition of functioning in Starobilsk, Luhansk region

Prerequisites:

- gradual positive resolution of the conflict in the east of the country, transition to the unarmed phase of the conflict;
- carrying out systemic reforms in the political, social and economic spheres;
- gradual improvement of the foreign economic situation;
- no political upheavals;
- improving the solvency of the population;
- predominant observance of the norms of the current legislation in the field of education;
- continuation of the country's active European integration in the field of higher education.

Basic assumptions:

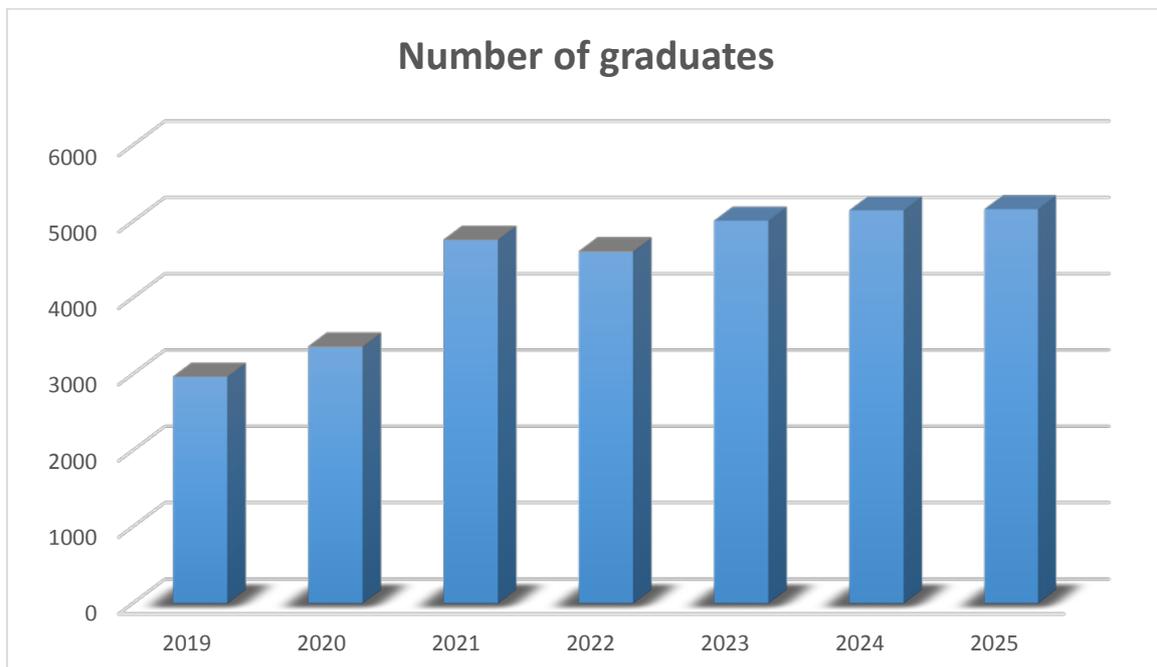
In order to implement the University Development Strategy, the team's efforts will be focused on achieving the strategic goals and tasks specified in section 3.

Ensuring transparency of management decisions on the development of the University will improve the management system and increase the effectiveness of strategic management.

Strengthening a positive image, popularity and promotion of the University in the educational market will take place due to the strengthening of the organization of PR activities aimed at different target audiences; implementation of market research of entrants, employers, graduates and other target groups in order to justify the structure of training, the formation of the range of areas and specialties in accordance with changes in market conditions, identifying factors of competitive advantage of the University and the formation of appropriate image policy. Psychological barriers and biased stereotypes of the local population about the relocated educational institution will be removed by enhances the advertising campaign and presenting the achievements of the University on social networks, as well as by informing the international community about the University through the official website, social networks, information booklets in English and others languages, participation of representatives of the University in international exhibitions, forums, conferences.

The increase in the contingent of consumers of educational services of the University will take place mainly due to the right to enroll people from the occupied territories on the basis of examinations and recruitment of servicemen - on the basis of an interview; due to the expansion of the range of educational services.

From the information on the number of students in secondary schools of Luhansk region (controlled by Ukraine) in the 2018-2019 academic year, provided by the Department of Education and Science of Luhansk State Administration, we can predict an increase of student's in the next 6 years, which will improve the number of graduate's education of the University until 2025.



Improving the quality of educational services of the University will be possible due to the implementation of the main strategic objectives for compliance with the quality of education to state standards of higher education, the preservation of teaching staff of the University. Gradual strengthening of the material and technical base will increase the quality of educational, scientific, educational and social-humanitarian activities of the University.

Strengthening the interaction of the University with state and public organizations and businesses will improve the system of further employment of graduates of the University. Due to the increase of educational and scientific potential, the rating indicators will increase.

Integration into the world, European educational and scientific space as the leading direction of development of the University will increase the intellectual capital of the University, will allow to form the collective of the teachers focused on introduction of the leading world practices in educational and scientific process. Through the exchange of students with higher education institutions in Europe and other countries, as part of the development of teacher and student mobility, their competitiveness and ability to adapt to the changing environment and demand in today's labor market will increase.

The use of a special fund and other sources of income will form the sufficiency of financial resources for the implementation of image and investment projects. The opportunity to improve the quality of technological equipment of classrooms will contribute to the introduction of IT and improve the provision of online educational services. Development of the University infrastructure, construction of a developed university campus will create comfortable conditions for work and study.

The implementation of the University Development Strategy will be carried out as a result of a systematic assessment of the achievement of the goals of the Development Strategy by comparing the actual values of indicators to assess the effectiveness of the action plan with their projected value in the relevant period.

Expected results of the University Strategy implementation

- democratization of the University management;
- compliance of the staff of the departments with the accreditation requirements;
- effective state and foreign fundraising;
- effective indicators of scientific work of scientific and pedagogical workers and students at the level of TOP-50 institutions of higher education of Ukraine;
- increasing the publishing activity of university scientists by publishing the results of their research in leading national and foreign journals with a certain impact factor;

- expanding ties with free economic zones of other countries through the exchange of teachers

and students, cooperation in scientific and educational activities;

- increase in foreign applicants for higher education;

- affirmation of national consciousness, sense of dignity of the citizen, respect and love for the native land and Ukrainian traditions;

- active activity of student self-government;

- approval of the corporate unity of the higher education institution.