

## STRATEGIC PRIORITIES OF THE UNIVERSITY

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### Abstract

The final step in the strategic planning of education quality management comes down to setting priorities for the development of the university. This stage is also determined by the individual characteristics of the university (its profile, location, traditions, etc.).

The strategic priorities for the development of the university include:

- high quality of educational and scientific activities, which is ensured by their integration and mutual enrichment, as well as the creation of a quality management system for education;
- the demand by the society of graduated specialists and the results of scientific activity, which requires a strategic partnership between the university and the regional administration, close interaction with employers, and the formation of a regional educational cluster;
- favorable conditions for the effective and fruitful activity of the research and teaching staff, support for scientific and research and teaching schools;
- investments in personnel development, ensuring a competitive level of remuneration, creating favorable social conditions for university employees and students. Support for the basic directions of the traditional domestic education system (intellectual, spiritual and moral, patriotic, aesthetic, labor and physical education);
- developed and modern material and technical base of educational and scientific activities, capital construction and rational use of land and real estate (premises / buildings), improvement of the development of the university infrastructure in order to strengthen its activities in core functions in the context of reforming the education system and the entire economic life of the country. High-tech innovative infrastructure of the university;
- formation of an adequate management system, including on the basis of new information approaches. Improving the professionalism of university management at all levels.

The implementation of development priorities is achieved by observing a number of principles:

- an innovative approach to all types of activities within the university, support for internal entrepreneurship;
- project-oriented approach, ensuring the concentration of resources to achieve strategic goals;
- integration and cooperation with other scientific and educational organizations of the region, country and world;
- combination of fundamental education with its flexible adaptation to the dynamically changing needs of the external environment;
- strategic management of the university based on the diversification of activities and on the multichannel nature of the sources of the university development;
- fostering in the environment of employees and students the spirit of corporatism and pride in belonging to the university;
- academic autonomy, democracy, openness of management procedures, transparency of financial management;
- centralization of basic management functions and material resources for solving strategic tasks, priority of long-term goals over current consumption.

Naturally, for each of the priorities, its own goals and objectives should be formulated .

### **Management Priorities**

The goals in the field of university management are formed on the basis of the quality policy and are updated as they are achieved or the policy is revised. The management of the university coordinates the draft goals with the heads of processes and departments.

Information about all approvals is contained in information maps of processes and is communicated to the team using available means.

In the process of implementing the university's strategy, an adequate management system is formed and the following tasks are solved:

- optimization and delineation of functions and responsibilities of management links of the system;

- widespread use of design forms of work organization along with stable structures. Implementation of the concept of an entrepreneurial university based on intra-university autonomy, the dissemination and approval of entrepreneurial beliefs and values in the collective, formed on the distributed infrastructure of the university and a strong central administrative core;
- increasing the professionalism of university management at all levels;
- further democratization of the foundations of management, increasing the role of the academic council of the university in determining the priority areas of science and education, as well as centralized investments. Support for the autonomy of faculties while increasing the level of their responsibility for the decisions made;
- organizational and economic support of the integrity and unity of the university;
- creation of a sustainable multichannel financing system, diversification of off-budget sources of development and increasing the efficiency of their use. Improvement of the mechanism for determining priorities in the distribution and use of financial resources, the formation of financial reserves for solving the strategic tasks of the university;
- formation of a balanced scorecard based on cascading the strategic goals of the university development by levels of the management hierarchy and determining for each goal the appropriate indicators and criteria for assessing the degree of success in achieving these goals ;
- creation of a system of motivation for activities, including a differentiated system of remuneration for teachers and staff and material support for students and graduate students, which, on the one hand, ensures the achievement of the planned high results, and on the other hand, decent working conditions and remuneration;
- improvement of systems of informatization of management of the university and all its departments.

### **Priorities of educational activities**

The strategic goals in the educational sphere include:

- maintaining a high level of professional education of university graduates;

- strengthening the position and increasing the status of the university in the field of educational activities at the regional, district, federal and international levels. Creation of a system of continuous professional education of specialists during the entire period of their labor activity;
- development of the material and technical base to ensure effective educational activities.

The set goals are achieved by solving the following tasks:

- updating and improving the content of vocational education;
- creation of a system for monitoring and managing the quality assurance of education;
- creation of a staffing system for the educational process;
- introduction of innovative approaches to training;
- development of fundamental university education, strengthening ties with the institutes of the Academy of Sciences ;
- use of computer (multimedia) and distance learning and knowledge control systems;
- expanding the university's participation in educational programs at the regional, federal and international levels;
- introduction of a systematic approach to the formation of educational programs that meet the needs of the region;
- transition to a two-tier education system in a number of areas;
- creation of a unified management system for the spheres of additional, pre-university and post-graduate professional education;
- creating a system for analyzing the demand for educational programs and university graduates, establishing long-term partnerships with public and private employers, creating departments in their territories;
- intensive development of information support for educational activities;
- modernization and expansion of the material and technical base of the educational process. Expansion and development of our own printing base;
- expansion of the system of professional development and retraining of personnel for the region;

- development of the system of mobility of students and teachers in the light of the Bologna agreements. Expansion of master's training programs ;
- formation of an individual educational trajectory for training specialists for the needs of the business of the region.

Priorities of scientific and innovative and technological activities The strategic goals in scientific and innovative activities include:

- maximum use of the research potential of the university in ensuring the educational process and the development of scientific activity;
- fundamentalization of scientific research. Expansion of the range of applied scientific research and development work in priority areas of development of science and technology and critical technologies;
- modernization of the material base of scientific research. Increasing the level of competitiveness and relevance of the results of research work of the teaching staff and university staff in the region and the international scientific community;
- formation of a triad - from the generation of knowledge through the creation of new technologies to their commercialization.

To achieve the set goals, the following tasks are solved:

- support of existing and formation of new scientific schools and scientific and pedagogical teams, whose activities are aimed at the development of fundamental scientific research;
- improving the system of training scientific and scientific-pedagogical personnel through postgraduate and doctoral studies. Creation of conditions for the strengthening and development of fundamental scientific research using advanced technologies. Support for the humanitarian sector of university science. Expanding the range of applications for research funding within the framework of federal and regional competitions and programs;
- expanding the range of applied projects, creating samples of new technology, materials, organizing their production; integration of university science into the economic and social space of the region and the state ;
- development of the concept and mechanisms of the university's innovation policy in the field of scientific activity for a full-fledged entry into the investment market of the industrial

sector of the regional economy and the state . Development of forms of cooperation with scientific research, industrial, design and other organizations and enterprises in order to jointly solve scientific and technical problems and introduce scientific developments into production;

- development of the established forms of scientific cooperation with administrative and managerial structures of the region and regions;
- formation of scientific (scientific and educational) centers and research institutes on applied issues of priority areas;
- development of the research management system, optimization of the structure of research teams and departments;
- creation of conditions for regulatory support and legal protection of scientific developments, protection of intellectual property and copyright of employees;
- development of international scientific and educational partnerships for the implementation of international projects and training of scientific personnel.

### **University infrastructure development priorities**

The main goal is related to the priorities of the capital construction of the university and the use of land, with the expansion of the infrastructure of units, representative offices and branches, with the expansion of the innovation belt around the university.

The noted targets are implemented when solving the following tasks:

- approval of the general plan for the construction of the university complex;
- development of an investment program for the construction of educational, sports and scientific complexes on the territory of the university;
- development of projects and reconstruction of educational buildings;
- construction of new educational buildings and innovation centers, optimization of the structures of faculties, departments for the development priorities of the university and development strategies of the Ministry of Education;
- development of a network of branches and representative offices of the university in the region, corporate institutions based on the leading enterprises of the region;

- development of university complexes in priority areas of science and technology development;
- creation of an investment program for construction on the territory of the university;
- development of innovation and technological infrastructure on the territory of a university or region (a network of innovation and technology centers, a network of innovative small and medium enterprises - partners of the university), the organization of a technopark, student business incubators , technology transfer centers.

### **Priorities of social policy and educational work**

The system of educational work at the university is focused on ensuring the unity of the activities of the team of teachers and students in order to prepare highly qualified specialists based on the optimal choice of content, forms and methods of educational influence.

The educational system of the university is based on the basic directions of the traditional domestic education system.

This is an intellectual, spiritual, moral, patriotic, aesthetic, labor and physical education.

The noted targets are implemented when solving the following tasks:

- formation of consciousness of public duty, civic responsibility and social and political activity. The development of professional abilities, skills and craftsmanship, the development of a desire for self-education and professional development , the development of initiative and creative search;
- creation of a center - a cultural and recreational complex as a center of attraction for the region's youth. Development of a dispensary, scientific, medical and cultural centers, a sports and recreation camp, reconstruction and overhaul of student hostels;
- education of stable moral and aesthetic qualities, the development of artistic and creative abilities, intellectual activity, scientific erudition and cognitive interests;
- formation of a program to support young scientists and university teachers. Fostering a positive attitude towards work, respect for working people, developing work skills;
- ensuring the unity of general scientific, humanitarian, economic and professional training.

The upbringing system is built on the following principles: purposefulness of upbringing, systematic and consistent in upbringing, humanization of upbringing, a personal approach to upbringing, its social orientation, the connection between upbringing and life.

The effectiveness of educational work is considered in two aspects: according to the criteria of the formation of the basic qualities of a personality and according to the criteria of the effectiveness of educational work of deans, departments and other departments of the university.

So, at the highest level of education management there are mission and vision, on the basis of which a model is created containing a tree of goals facing the university. It should be linked to a hierarchy of processes with an indication of the activities required to achieve the ultimate goals.

On the basis of the mission and vision, the university policy is developed ( including in the field of quality). It determines the desired results and promotes the rational use of its resources. Such a policy should form the basis for the establishment and analysis of the goals of the institution.

The introduction of strategic management and a quality management system will provide the ability to manage the university on an ongoing, regulated basis by setting strategic goals, bringing goals to the level of business processes and creating a system of measurable indicators, on the basis of which operational management of business processes and continuous improvement of educational activities are carried out