



CHAY



SNAU

**SUMY NATIONAL AGRARIAN UNIVERSITY -
UNIVERSITY THAT STUDIES LIFE**

**SUMY NATIONAL AGRARIAN
UNIVERSITY DEVELOPMENT
STRATEGY for 2021-2025**

VISION: WE STUDY LIFE, SPREAD KNOWLEDGE, THROUGH WORKING FOR THE STATE'S DEVELOPMENT, IMPROVE THE WORLD AROUND!

MISSION – MULTIPLY HUMAN CAPITAL THROUGH:

❖ TRAINING OF PROFESSIONALS WHO BUILD THE AGRICULTURAL SECTOR AND THE SOCIETY IN GENERAL ON THE BASIS OF SUSTAINABLE DEVELOPMENT;

❖ WORLD LEVEL SCIENTIFIC RESEARCH AND INNOVATIVE ACTIVITY;

❖ FORMATION OF CONSCIOUS CITIZENS, LEADERS, WHO ARE ABLE TO CHALLENGE THE PRESENT AND ENRICH THE FUTURE.

SNAU VALUES:

1. Human beings and their dignity.
2. Innovative thinking.
3. Knowledge and intelligence.
4. Leadership and high standards.
5. Public stance, social service and responsibility to society.
6. Culture, ethics and tolerance.
7. The best teachers for the best students.
8. Personal and academic integrity, ethical behaviour
9. Professionalism and diligence.
10. Civil responsibility.
11. Constant improvement.
12. Equality, diversity and inclusion.
13. Partnership and cooperation.
14. Sustainable development and rational land use.

Regulatory and legal support for the implementation of the strategy

1. Law of Ukraine on Higher Education (2014), Law of Ukraine On Scientific and Scientific-Technical Activity (2016), the Cabinet of Ministers resolutions;
2. Association Agreement between Ukraine and the European Union (2014);
3. The Sustainable Development Agenda (UN, 2015);
4. Standards and Guidelines for Quality Assurance in the European Higher Education Area (EU, 2015);
5. Food and Agriculture in the 2030 Agenda. Bringing Numbers to Life (FAO, 2016);
6. Learning Framework 2030 (OECD, 2018);
7. Paris Communiqué (EHEA, 2018)

Regulatory and legal support for the implementation of the strategy is carried out through strict compliance with current national educational legislation and bringing internal regulations in line with national and European legislation.

SNAU development principles:

- Promoting the UN Sustainable Development Goals;
- Interconnected development as a balance and coherence of the development strategy of the University complex, which includes colleges and faculties;
- Integration orientation, flexibility in response to changing circumstances, which will be most easily achieved by the common interest and constant feedback of the provider of educational services (faculty), recipient of educational services (student, graduate student) and other stakeholders (enterprises, institutions, organizations, where graduates will work, etc.);
- Innovation, which will be applied not only to the use of new learning technologies, but also to the formation of a new approach to the provision of educational services (for example, customer orientation through the use of online "e-learning");
- Constant feedback of the provider of educational services (faculty), recipient of educational services (student, graduate student) and other stakeholders;
- Consensus and compromise as the main drivers of final decisions at all hierarchical levels of managerial decision-making.

STRATEGIC DEVELOPMENT GOALS

EDUCATION;

► **Goal 1. Expanding students' learning opportunities through the development of forms of education and educational environment**

Progress indicators:

1. *Number of Academic Programs implemented in dual form*
2. *Number of Moodle Academic Components that have passed internal certification*
3. *Number of specialities with Academic Programms at three levels of higher education*
4. *Number of interdisciplinary programs*
5. *Number of double degree programs*
6. *Number of foreign students enrolled in the Academic programm*
7. *Number of applicants for whom training by the Academic program is one more degree in higher education*
8. *Number of state and regional order places*

► **Goal 2. Development of academic and professional trajectories in the unified educational system of Sumy NAU (university and non-basic structural units) through**

- development of general culture, universal values, patriotism, entrepreneurship, creative and physical development of students
- harmonization and coordination according to the level of education (professional junior bachelor, junior bachelor, bachelor)
- integration of education and research

Progress indicators:

1. *Number of specialities implemented at different levels of education (professional junior bachelor, junior bachelor, bachelor) for which competencies and program learning outcomes have been agreed*

2. *Percentage of college graduates who continue their studies at the next level at University*
3. *Number of places of regional order*
4. *Number of certificate programs*

► Goal 3. Development of lifelong learning in cooperation with internal and external stakeholders through the implementation of vocational training programs, professional development, personal and career development (non-formal education)

Progress indicators:

1. *Number of training courses for different target groups (women, unemployed, etc.)*
2. *Number of training courses for personal and career development*
3. *Number of training courses for improving teaching skills*

► Goal 4. Expanding students' competitive advantages through improving professional training: taking into account the requirements of professional standards, strengthening partnerships with business, developing entrepreneurial skills

Progress indicators:

1. *Number of Academic Programs implemented in dual form*
2. *Number of programs that have passed professional accreditation*
3. *Number of Academic programs that use geographic information systems in teaching and research.*
4. *Number/share of practitioners involved in teaching*
5. *Number/share of qualification works performed by the order of business.*
6. *Amount of research done by postgraduate students in the framework of the Academic program at the third level*
7. *Startup incubator*
8. *Number/share of students combining study and work in the speciality*

► **Goal 5. Development of student-centered teaching and assessment through: development of teaching skills, improvement of the procedure of formation of individual educational trajectories, formation of assessment policy, which promotes maximum involvement of students in the creation of their educational process**

Progress indicators:

1. *Number/share of teachers who have completed their training abroad*
2. *Number/share of teachers who have passed professional training in the speciality*
3. *Number/share of teachers who have a certificate confirming the level of foreign language proficiency not lower than B2*
4. *Number/share of foreign students enrolled in the Academic program*
5. *The results of a survey of students on academic programs and disciplines*
6. *Number/share of teachers who took courses to improve their teaching skills, both internal and external*
7. *The share of disciplines of other specialities in the total number of elective disciplines of students*

► **Goal 6. Development of the internal quality assurance system of education, including improvement of the procedure of tracking the career path of graduates, recognition of learning outcomes obtained in non-formal and informal education), introduction of an automated system of student surveys on disciplines and academic programs; introduction of the formation of a program guide for students.**

Progress indicators:

1. *Classification of academic programs and educational components*
2. *Number of academic programs for which the program guide was formed (in Ukrainian and English)*
3. *Union of SNAU graduates*
4. *Survey results of graduates*

5. *Number of academic programs that have passed international accreditation*
6. *Institutional accreditation*

► Goal 7. Expanding opportunities for students to exercise the right to academic mobility through the formation of "mobility windows" in academic programs, development of strategic communications with partners, both domestic and foreign

Progress indicators:

1. *Number/share of students enrolled in the academic program who participated in academic mobility programs by type*
2. *Number of students from other universities, including foreign ones, who have chosen an academic mobility program*

RESEARCH;

► Goal 8. Strengthening the impact of scientific activities of the University on the development of world science, in particular in priority research areas with high development potential

Progress indicators:

1. *Number of publications in SCOPUS and Web of Science Core collection (Scholarly Output)*
2. *Percentage of scientific works in the upper percentile (Outputs in Top Citation Percentiles, 25%, 50%);*
3. *Field-normalized and average citation index (Field-Weighted Citation Impact);*
4. *Scientific monographs in prestigious publishing houses (SENSE categories A, B, C);*
5. *Membership in international educational organizations and international educational rankings (QS, Times HE):*

► Goal 9. Strengthening integration into the world scientific space through research cooperation with world-known universities and research institutions, in particular in priority research areas

Progress indicators:

1. *Percentage of scientific articles co-authored with foreign scientists (Collaboration);*
2. *Normalized index of citations of scientific articles published in co-authorship with foreign partners;*
3. *Percentage of scientific articles in the upper percentile (25% and 50%) co-authored;*
4. *Number of international research grants obtained by University researchers.*

► Goal 10. Knowledge and technology transfer

Progress indicators:

1. *Increase in patent activity of the University in priority areas;*
2. *Increase in patent efficiency in priority areas;*
3. *Number of concluded agreements on technology transfer;*
4. *The total amount of funds for which technology transfer agreements have been concluded during the year;*
5. *Number of applications submitted for copyright protection documents during the year;*
6. *Activation of alternative forms of commercialization of University scientists developments.*

► Goal 11. Scientific infrastructure improvement through research cooperation with business, strengthening grant activities, both within Ukraine and through international grants

Progress indicators:

1. *The amount of funding received for grant projects aimed at developing scientific infrastructure;*

2. *The share of income from scientific and grant activities per one scientific and pedagogical (scientific) employee;*
3. *Number of research laboratories with modern equipment;*
4. *The amount of funding aimed at upgrading laboratory equipment;*
5. *Creation of a scientific and technical park.*

► Goal 12. Increase in the level of representation of scientific and educational achievements of the academic community of the University abroad

Progress indicators:

1. *Increase in representation of University scientists at international forums and conferences; in the editorial boards of international indexed journals; in expert commissions of international grant programs (Horizon 2020, Erasmus +, etc.); in international accreditation commissions, etc .;*
2. *Increase in number of publications of the University's scientists in European languages in foreign publishing houses;*
3. *Growth of the international citations index of the University's scientists.*

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► Goal 13. Extention of the participation of young scientists in conducting research at the national and world levels

Progress indicators:

1. *Proportion of persons under 40 years of age in the composition of researchers and teachers of the University with a scientific degree, %;*
2. *Number of research projects prepared by teams of young researchers or with their participation;*
3. *Reduction in the average age of a researcher;*
4. *Percentage of University graduates who continued their studies at the third level of higher education;*
5. *Full compliance with the requirements of the Salzburg II Principles on the quality of third-level higher education programs.*

COMMUNITY SERVICE

► **Goal 14. Development of the young generation of conscious citizens who will contribute to the development of their own communities on the basis of sustainable development, democracy, patriotism, gender equality, tolerance, inclusion.**

Progress indicators:

1. *Number of students involved in volunteering.*
2. *Percentage of employment of graduates in communities.*
3. *The level of competitiveness of graduates in the labor market.*

► **Goal 15. To become a center of public activity, a powerful information resource for the community and local governments.**

Progress indicators:

1. *Incubator of business ideas for joint development and community building;*
2. *Number of innovative projects, research works implemented jointly and at the request of the community and business;*
3. *Number of social projects implemented in collaboration with communities;*
4. *Advisory services to local governments, in particular on health and well-being, food security, environmental sustainability, equality and social justice, economic security, social capital, democracy building.*

INTERNATIONALIZATION

► **Goal 16. Promotion of the brand of Ukrainian agricultural education through the formation of the international reputation of the University as one of the leading educational and research centers in Europe**

Progress indicators:

1. *Participation of the University in the most authoritative educational associations;*
2. *Number of programs that have passed international accreditation;*
3. *Entry into international rating bases, in particular, QS World University Rankings Times Higher Education;*

4. *Number of leading researchers of the University teaching and conducting joint research in foreign partner universities;*
5. *Number of foreign branches/representative offices;*
6. *The number of scientific works of the University scientists, indexed in the database of Scopus and Web of Science, including those in cooperation with foreign partners;*
7. *Extention of the range of educational services to foreign citizens;*
8. *Number of academic programs taught in foreign languages;*
9. *Number of countries (including groups) whose citizens study at the University;*
10. *Number of countries that recognize higher education diplomas of Sumy National Agrarian University.*

► Goal 17. Expanding access to quality international education and scientific and practical activities of domestic applicants for higher education.

Progress indicators:

1. *Percentage of students with language competence (English, German, French, Polish) at the level not lower than B1;*
2. *Extention of number of foreign research institutions and business structures cooperation with which is carried out to provide bases of internship for University students;*
3. *Number of realized academic mobilities of higher education applicants and academic staff;*
4. *Number of leading world scientists teaching and conducting joint research at the University;*
5. *Number of double degree programs with international partners and the dynamics of their contingent*
6. *Number of students who have successfully completed an internship abroad*

► Goal 18. Extention of the range of international partners and effective implementation of international agreements on cooperation with leading international educational and scientific institutions and business structures.

Progress indicators:

- 1. Number of concluded agreements under which cooperation measures are actually implemented;*
- 2. Number of successful applications for international grant programs and competitions;*
- 3. The share of financing of scientific and educational activities at the expense of international funds.*

MANAGEMENT AND SUSTAINABLE DEVELOPMENT

► Goal 19. Development of corporate culture as an element of the strategic management system through the orientation of all employees to common goals, increase staff initiative, ensure commitment to the common cause and adherence to the principles of gender equality.

Progress indicators:

- 1. Dynamics of corporate culture growth;*
- 2. Management of Sumy NAU on the principle of combining collegial and single-principle basis;*
- 3. Brand recognition in Ukraine and abroad;*
- 4. Introduction of a gender approach in the University management and gender parity in decision making;*
- 5. Strengthening the role of the Academic Council as a collegial governing body of the university;*
- 6. Auditing all management processes of Sumy NAU and optimizing the structure of existing departments at the University by delimiting and balancing the functions and powers between them;*
- 7. Updating of internal regulations governing the activities of the university;*
- 8. Creating an effective personnel management system, the main tasks of which should be conducting HR audits, selection of highly qualified specialists, their training, development, evaluation, as well as the development of employee incentive programs.*

► Goal № 20. Development of qualified personnel management and ensuring economic stability

Progress indicators:

1. *A systematic approach to professional development and internships - gaining new competencies;*
2. *Progressive system of rating and motivation of teachers;*
3. *Development of a system of mentoring and appreciation of the succession of generations through the exchange of experiences and knowledge transfer;*
4. *Comprehensive automation of management processes based on such program as ERP (Enterprise Resource Planning), digitalization of University management and introduction of electronic document management;*
5. *Diversification of development funds sources;*
6. *Improved system of planning and distribution of teacher workload.*

► 21. Development of the information management system of the University

Progress indicators:

1. *Unification of content requirements for the University website and its structural subdivisions;*
2. *Availability of 100% English content of the website;*
3. *Percentage of library service automation*
4. *Number of foreign databases corporate access to which is provided;*
5. *Percentage of digitization of the library fund;*
6. *Development of a system rating teacher.*

► Goal 22. Improvement of the infrastructure and development of the material and technical base for the effective implementation of university services

Progress indicators:

1. *Places of joint work of students;*
2. *Percentage of the auditorium fund of the university suitable for training of applicants with special educational needs;*

3. *Capital Construction (Congress Center, Faculty of Biology).*

► **Goal 23. Implementation of the model of responsible consumption by optimizing the use of natural resources, reducing the burden on natural ecosystems, the formation of ecological culture of the academic community.**

Progress indicators:

1. *Reduction in energy consumption (electricity, water, gas, solid fuels);*
2. *Transition to separate garbage sorting (containers for separate garbage collection);*
3. *Development and popularization of organic production;*
4. *Number of developed and implemented eco-centered research projects;*
5. *Implementation of elements of environmental education (number of academic programs with relevant educational components).*

► **Goal 24. Development of human resources of the university, promotion of comprehensive development of teaching, management and administrative staff**

1. *Proportion of young scientists in the total number of academic staff;*
2. *Proportion of academic and administrative staff with a level of foreign language proficiency B2 and above according to CEFR;*
3. *Proportion of academic staff with the Certificate of Specialist;*
4. *Proportion of academic staff who are accreditation experts and members of the Sectoral Expert Council of the National Agency for Quality Assurance in Higher Education;*
5. *Number of invited professors who teach at the university and the proportion of SNAU academic staff who are honorary and invited professors of foreign universities;*
6. *Proportion of academic staff who are executors of international grant projects;*
7. *Proportion of academic staff involved in international mobility programs.*

