



Ostroh Academy-450

Development Strategy
of the National University of Ostroh Academy
for 2017-2026

Ostroh 2016

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INTRODUCTION

The Ostroh Academy 450 Development Strategy is an important document of the development policy of the National University of Ostroh Academy. The document defines the mission, vision, goals and objectives, and the roadmap for implementing the university development program in 2016-2026. Being aware that today, universities are significant for developing the economy, implementing positive social transformations, and effectively positioning Ukraine in the world, we strive to intensify the development of the National University of Ostroh Academy as a leader in educational and scientific innovations. The activities envisaged by this program aim to preserve the rich scientific and educational tradition on which the university is based, strengthen its position in the Ukrainian education system, and enhance its academic leadership in the region, country, and the world.

Mission of the National University of Ostroh Academy

The mission of the National University of Ostroh Academy is embodied in its slogan: "A tradition that creates the future".

Speaking of tradition, we mean that in its activities, our university is the successor of the Ostroh Academy of the 16th century. The activities of the revived Ostroh Academy, which represents the connection of times, aim to actualise the period of the Ukrainian Renaissance, personified by the Ostroh cultural and educational centre. Thus, we rely on the strong academic and scientific tradition of that time that determined the development of higher education in Ukraine and Eastern Europe. Since the founding of Ostroh Academy (1576), members of our academic community have included well-known scholars and cultural, political, and religious figures, including Herasym Smotrytskyi, Ivan Fedorovych, Demian Nalyvaiko, Meletii Smotrytskyi, Petro Konashevych-Sahaidachnyi, Iov Boretskyi, Iov Kniahynytskyi, Jan Liatosh, and others. In addition, the activities of the Ostroh cultural, educational, and scientific centre of the sixteenth century established a strong tradition of patronage of Ukrainian culture, education, and science, as evidenced by the patronage of the Academy and the publication of scientific and theological books by the founder of the Ostroh Academy, Prince Vasyl-Kostiantyn Ostrozkyi and his niece Princess Halshka of Ostroh.

Emphasizing the creation of the future inherently reflects the university's essence as a social institution rooted in European culture. An essential component of university life is the creation of new knowledge. Thus, the university is focused on the formation of innovative scientific space and new educational landscapes aimed at

acquiring knowledge by the participants of the educational process that allows them to understand the essence of current social, economic, political and cultural processes, which contributes to the development of skills to predict and design their course in the future, and also allows them to acquire skills in communication, critical thinking, project activities, solving complex problems, and self-management of the learning process.

The University accomplishes the mission through the efforts of the entire academic community, which includes academic staff, undergraduate and postgraduate students, other university employees, alumni, patrons of Ostroh Academy, and persons awarded the university's honours.

The Ethos of Ostroh Academy

In fulfilling our mission, we are unwavering in our commitment to maintaining and developing the ethos of Ostroh Academy. This commitment is rooted in our adherence to core values such as academic honesty and equality in access to knowledge. These values, along with transparency of activities, high moral and spiritual standards, freedom of research, active citizenship, and the delivery of high-quality educational services, form the foundation of our institution.

The following principles shape the moral and institutional identity of the National University of Ostroh Academy:

- fairness and non-discrimination;
- trust of members of the academic community in each other;
- academic autonomy; respect for reasoned opinions;
- democratic governance and transparency in conducting competitions for positions;
- responsibility for the use of resources;
- solidarity and decency in relations with partners;
- solidarity with the people of Ukraine and a sense of patriotism to foster the Ukrainian state-building elite.

Modern challenges for university development

Universities are facing a number of challenges that should be taken into account when developing and implementing a development strategy for the next decade.

Based on the analysis of global trends, it is appropriate to identify the following challenges for the modern university:

- the crisis of the classical university model and the introduction of new forms of educational programs in higher education;

- permanent variability of the economic, social, and political environment;
- change in the regime of truth and emergence of new forms of knowledge acquisition and transmission;
- intensification of science and technology development, large-scale innovations in the global economy;
- decrease in the value of a university degree;
- changes in the labour market, growth of structural unemployment and precarity;
- the need to balance the commercialisation of education and science and preserve academic freedoms.

In addition, among the current challenges that reflect the specifics of the higher education system and educational policy in Ukraine are:

- variability of rules and regulations on the activities of higher education institutions by the Ministry of Education and Science and other government agencies;
- incomplete reform of the education system in Ukraine;
- excessive formalisation of certain educational and scientific practices;
- limited financial resources for the implementation of innovative educational and research projects;
- the dynamics of the birth rate in Ukraine in 1999-2008 (provides for a decline in the number of applicants in the 2016-2017, 2017-2018, and 2018-2019 academic years and a gradual increase in the following years);
- low prestige of the secondary school, differences between the level of education of students in urban and rural areas;

The special challenges faced by the National University of Ostroh Academy are:

- poor infrastructure development in Ostroh;
- limited financial support for institutional development due to the need to compensate for insufficient budget funding of the university;
- formation of projects that are not provided with resources;
- poor motivation of the academic community to change and form a stable "academic comfort zone";
- insufficient level of foreign language proficiency of some teachers to realise the possibility of teaching in foreign languages and participating in international research projects.

The Vision

The Vision of the National University of Ostroh Academy 2026 is based on the analysis of the current state of the university, the prospects of its activities over the next decade, the principle of sustainable development, and the leading educational trends of our time.

Academic leadership, entrepreneurship (innovation), internationalisation (intercultural interaction, educational mobility, international popularisation of research results), and social service are the benchmarks for the university's development.

- Academic leadership is a cornerstone of our mission, involving creating new educational programmes, active research, and disseminating positive practices to other educational, scientific, and cultural institutions.
- Entrepreneurship, or innovation, is a key aspect of our mission, enabling us to respond to the challenges of our time and remain active in a rapidly changing world.
- The internationalisation of educational practices and research results is a guideline for establishing international cooperation in science and education, providing internship opportunities for participants in the educational process abroad, and disseminating the results of scientific research in recognised international publications.
- Social service involves the interaction of the National University of Ostroh Academy with the city, region, and country to support their development, raise civic awareness and political culture of Ukrainian society, and is also related to supporting charitable, social, and cultural projects.

Specifying these benchmarks involves:

- high quality of research (creating conditions for conducting research that meets the current level of innovative knowledge; creating groups of researchers to implement interdisciplinary research projects; promoting international cooperation between scientists and the introduction of the latest technologies for disseminating, presenting and popularising scientific research; searching for grant programs to provide financial support for research projects)

- high quality of education (expanding opportunities for individualised learning and student-centred education; promoting teacher training, in particular through internships abroad; increasing specialisations; widespread introduction of problem-based learning with elements of case studies based on real-life practice; creating educational programs for all age groups to implement the principle of "life-long

learning"; introducing distance and blended learning programs through the use of MOOCs);

- high quality of university management (development of human capital of the university; advanced training of university management personnel by familiarising them with the latest forms of academic management; informatisation of management processes and introduction of an electronic document management system; development of the material base, real estate and infrastructure of the university);

- Institutional expansion, which involves further development of the campus, creation of an innovative technology park, and formation of an experimental educational landscape within Ukraine in the form of an academic city;

- expansion of cooperation with the external environment (creation of a network of partners from the business environment, media, government and civil society to implement joint educational, scientific, cultural and social projects);

- closer integration of the academic community and promotion of the university (introduction of new forms of cooperation with alums and career guidance; development of the brand book of the National University of Ostroh Academy; promotion of the expert influence of the university staff and alums; strengthening the presence of the National University of Ostroh Academy in the educational, intellectual and media space).

The model of The University that we are guided by in implementing our Strategy is an Autonomous Research University that is developing dynamically, focusing on the concept of a World Class University.

The strategic position of the National University of Ostroh Academy

The development strategy of the National University of Ostroh Academy is based on the formation of a proactive position in the development of the university, which implies minimising uncertainty in a changing, unstable environment, the possibility of an immediate adaptive response to challenges while preserving its institutional identity, creating and strengthening a competitive position among other universities.

Based on the *Miles-Snow typology* of organisational behaviour, the strategic position of the National University of Ostroh Academy can be correlated with the type of analytical university. This analytical adaptive strategy involves preserving the old, established order of things in some aspects (in our case, it is related to maintaining the tradition of Ostroh Academy and the existing dynamics of educational and scientific processes) while simultaneously experimenting with others. Certain aspects of the activities of the National University of Ostroh Academy in

2016-2026 aim to create a stable environment and use proven methods and techniques. Other factors are related to creating new, more dynamic educational and research projects and openness to innovations. At the same time, the university's development involves constantly analysing modern educational trends to identify and use positive approaches, practices and strategies.

Timeframe of the Ostroh Academy 450 Strategy

The Strategic Development Plan presented in this document is focused on the decade 2017-2026. The results of its implementation will be summarised during the celebration of the 450th anniversary of our alma mater.

There are three stages of implementation of this strategic plan:

| Time perspective | Duration. | Years |
|-------------------------|---------------------|--------------------------------------|
| Short-term perspective | Duration of 2 years | 2017 2018 |
| Medium-term perspective | Duration of 3 years | 2019 2020 2021 |
| Long-term perspective | Duration of 5 years | 2022 2023 2024 2025 2026 |

Completion of each of the stages of the short- and medium-term perspectives involves interim audits that will be conducted as an analysis of the external and internal environment and will determine the status of strategic goals. Based on these audits, tactical objectives can be adjusted to ensure the effective achievement of operational goals.

Completing the long-term perspective stage involves a general audit of the implementation of strategic goals in all development areas and the preparation of the final report.

I. EDUCATION

Taking into account the demographic situation, socio-political, economic and cultural processes in Ukraine, high competition between higher education institutions,

and based on the analysis of the current state of educational services provided by the National University of Ostroh Academy, we pay special attention to the quality of education and attractiveness of our educational programs. In addition, introducing new majors and specialisations is a requirement of the time, and establishing new faculties is a prospect. Taking into account the trends of the modern educational space, the development strategy of the National University of Ostroh Academy for the next decade envisages the widespread implementation of the principles of student-centred education, expansion of opportunities for independent creation of individual trajectories of higher education, implementation of the principles of lifelong learning and adult education. All of this aims to expand the scope of educational services, improve the career guidance system and recruit new students at the bachelor's, Master's and doctoral levels. The period outlined in this strategic plan is also characterised by further transformation of the learning process, which will involve reducing classroom hours (and thus the weekly classroom load for students and the annual classroom load for teachers), increasing the share of independent work of students, focusing on the acquisition of practical skills in the studying courses, and introducing the practice of writing scientific essays.

Strategic Goal 1: Diversifying the offer of educational services

Operational objective 1.1: To create new specialties and specialisations

Tasks:

1. to audit the existing structure of the faculties and institutes of NaUOA and optimise it, if necessary;
2. to develop a curriculum and carry out-licensing of the specialties "National Security", "Public Health", "Computer Science", "Primary Education";
3. develop joint Master's program projects with foreign partners to participate in relevant Erasmus+ grant competitions (in particular, Joint Master Degrees (JMDs));
4. to expand the range of cooperation with foreign partners to create joint educational programs of double degree;
5. increase the number of certificate programs aimed at developing students' competencies that give them advantages in employment; develop measures aimed at popularising certificate programs among students;
6. support the development of English-language educational components in the educational process.

Operational Objective 1.2: Implementation of principles and measures for continuous improvement of the quality of education

Tasks:

1. to develop and approve the NaUOA policy in the field of quality;
2. to develop and approve the objectives of the NaUOA in the field of quality by the stages of implementation of the Strategy;
3. to introduce a quality management system of the NaUOA based on compliance with international standards;
4. to introduce annual procedures for internal monitoring of the quality management system based on compliance with international standards.

Operational Objective 1.3: Improve the organisation of training

Tasks:

1. to further implement the project-based learning system by solving specific practical cases;
2. to open new doctoral programs and doctoral studies in new specialities; to support the activities of existing specialised dissertation councils;
3. to design and implement a program of personal profiles of students (postgraduate students, doctoral students) to automate the determination of their individual learning trajectory;
4. to update the systems of automated scheduling and registration for elective courses by integrating them into a single education management system based on cloud storage (University Management System);
5. to promote academic mobility of students, to help students participate in international student exchange programs; to initiate the introduction of internal academic mobility programs before the Ministry of Education and Science;
6. develop student support services:
 - to create a system of effective informing students, graduates, teachers, parents, and other stakeholders about the main events, activities, and study programs at the National University of Ostroh Academy, educational and scientific achievements;
 - to expand the scope of psychological support services for students and career counselling;
 - improve the network of interaction between different student organisations to implement joint initiatives;
 - to develop the university infrastructure, which facilitates the education of students;
7. to create a business incubator based on the Scientific Library of the NAUOA;

8. to develop an electronic management system for students' educational, training, and research work ("electronic dean's office").

Operational objective 1.4: increase the number of international students studying at the National University of Ostroh Academy at different educational and qualification levels

Tasks:

1. to develop a system of career guidance activities to popularise the educational services of the National University of Ostroh Academy abroad and to recruit foreign citizens;
2. to increase the number of courses and educational programs taught in English;
3. to develop a system of encouraging teachers to improve their skills in teaching professional disciplines in English;
4. to develop a system of measures for the internationalisation of the educational programs of the National University of Ostroh Academy to disseminate information abroad to attract international students to study at different academic and qualification levels;
5. to complete the preparation and posting on the official website of the university of complete descriptions of the available educational majors, specialisations and disciplines (syllabi) in English;
6. create Ukrainian language courses for foreigners (including distance and online learning);
7. develop a system of measures for adaptation and integration of international students;

Strategic Goal 2:

to implement flexible educational pathways and new learning technologies

Operational Objective 2.1: Increase opportunities to implement individualised learning plans and create flexible educational pathways

Tasks:

1. to ensure maximum flexibility and individual approach to higher education, which is focused on combining educational and research components in the learning process;
2. to increase the number of elective courses and expand opportunities for students to form an individual study plan;
3. to include research (in the form of scientific essays) and project work in the curricula of professionally oriented disciplines of each speciality;

4. to intensify students' research work, launch a research seminar for senior bachelor's, Master's and doctoral students in each speciality;
5. to introduce into the educational process the independent work of students based on the active use of information and communication technologies;
6. to launch a series of trainings for students aimed at developing their experience in building an independent educational trajectory and developing lifelong learning skills;
7. to develop mechanisms of self-assessment and self-control through the introduction of open testing systems, review of research papers by senior students;
8. to promote the expansion of international academic mobility opportunities within the framework of European academic exchange programs;
9. improve the system of quality assessment of teaching disciplines;
10. to train teachers to create elective courses to form an individual educational trajectory of higher education students.

Operational Objective 2.2: Implement the principles of distance, blended and online learning

Tasks:

1. to launch a permanent seminar for teachers and students, where they will be periodically familiarised with the latest educational technologies;
2. to expand the possibilities of using the Moodle system in the learning process; to create cycles of open online courses on its basis for the implementation of educational programs of the specialisations available at the NAUOA or to acquire additional skills by participants in the educational process;
3. develop and implement measures to popularise them to implement the principles of "adult learning";
4. to expand cooperation with existing online learning platforms, prepare and post massive open online courses of the National University of Ostroh Academy lecturers on their websites;
5. to introduce elements of blended learning (use of MOOCs + individual classroom consultations) for more effective implementation of a personal approach in the study of specific disciplines;
6. to create a platform for the implementation of distance online courses of the Preparatory Department of the National University of Ostroh Academy.

II. SCIENCE

Being an autonomous research university, the National University of Ostroh Academy prioritises the formation of scientific schools and fundamental and applied research of topical issues important for Ukraine's economic, cultural and social development. Given the processes of internationalisation in the field of higher education and science, the 2016-2026 Development Strategy of the National University of Ostroh Academy pays special attention to the establishment of international scientific cooperation, integration of the university into the global research market, introduction of the latest achievements of scientific thought and research practices, focus on recognised scientometric publications, and active participation in grant research programs. The opening of the research building of the National University of Ostroh Academy encourages us to focus on developing research centres and a system of research and teaching assistants who will form research groups led by professors who study priority fundamental and applied problems.

The National University of Ostroh Academy is focused on high-quality scientific research. Therefore, it is planned to develop further the system of checking scientific papers for plagiarism and the system of anonymous peer review in the university's periodicals, as well as expand cooperation with the external environment to provide high-quality knowledge-intensive consulting services.

Strategic Goal 3: Creating an innovative scientific space

Operational objective 3.1: to expand the activities of the research centres and laboratories of the National University of Ostroh Academy

Tasks:

1. to conduct a comprehensive audit of the activities of the existing research centres and laboratories;
2. to provide material, technical, and software equipment for the research building of the National University of Ostroh Academy;
3. to create new centres and laboratories to stimulate fundamental and applied research;
4. to establish close ties between the activities of research centres and laboratories and Master's and doctoral programs at the National University of Ostroh Academy; to develop and implement new masters and doctoral programs related to the activities of research centres and laboratories.

5. to increase the number of summer and winter schools for students and researchers organised based on the research centres of the NAUOA;
6. to introduce regular scientific meetings (seminars, conferences, congresses, etc.) organised based on research centres to bring together Ukrainian and foreign researchers in a particular scientific field;
7. Scientific centres should launch periodical scientific publications for inclusion in leading scientometric databases.

Operational Objective 3.2: Launching new areas of scientific basic and applied research

Tasks:

1. 1. create a research centre for security studies; expand research in the field of national security; create an interdisciplinary group that will bring together researchers in this area from different specialities; develop a doctoral program in national security; influence the preparation and implementation of state programs and measures aimed at ensuring the national security of Ukraine;
2. 2. to create a research centre for educational policy and university studies; to expand research in the field of educational policy, to actively participate in the discussion of topical issues of higher education, to analyse the positive experience of university practice and to develop mechanisms for its implementation in the system of Ukrainian higher education; to influence educational policy in Ukraine by preparing expert recommendations; to transform the discussion platform "Mission of the Modern University" held on the occasion of the 440th anniversary of the Ostroh Academy;
3. create a research centre for European studies; expand research in the field of European studies; create an interdisciplinary group that will bring together researchers from different specialities; develop a doctoral program in European studies; influence the course of European integration processes in Ukraine by preparing expert recommendations, studying the experience of socio-political and economic transformations in EU member states and developing mechanisms for its implementation.

Operational Objective 3.3: Expand the public presentation of research by NaUOA faculty and researchers

Tasks:

1. to intensify the participation of teachers as experts in discussions of socially essential topics, organisation of scientific seminars, round tables, and conferences on topical issues of Ukrainian and world science;

2. to start the practice of preparing and publishing scientific and analytical reports prepared in the research centres and laboratories of the NAUOA;
3. to develop an action plan for the public presentation and discussion of the results of Ostroh Academy's history research to popularise the university traditions and cultural and educational achievements of the 16th century Ostroh Academy, as well as the city of Ostroh throughout its historical development as one of the intellectual centres of Ukraine; to launch a series of publications in English dedicated to Ostrohiana.

Strategic Goal 4:

To provide a high level of internationalisation of scientific research at the National University of Ostroh Academy

Operational Objective 4.1: increase the number of publications of teachers and researchers of the NaUOA in scientometric journals Scopus, Web of Science, Index Copernicus

Tasks:

1. to organise a series of seminars for teachers to share their experience in writing and publishing articles in scientometric journals such as Scopus, Web of Science, Index Copernicus;
2. to organise English language courses "Academic Writing" for teachers, researchers and graduate students of the NAUOA;
3. to analyse the mechanisms of support and encouragement of teachers who publish articles in scientometric journals in Ukrainian and foreign universities that occupy top places in the rankings of publications in Scopus, Web of Science; to introduce positive experience in the practice of scientific work of the NAUOA;
4. at the faculties and educational and research institutes to develop annual plans for publications in scientometric journals;
5. At the university departments, annual monitoring is done to prepare publications for scientometric journals Scopus, Web of Science, and Index Copernicus.

Operational objective 4.2: to include periodicals of the National Academy of Sciences of Ukraine in scientometric databases

Tasks:

1. conduct an audit of existing periodicals of the NAOA;
2. to determine the requirements and criteria for including scientific publications in scientometric databases (Scopus, Web of Science, Index Copernicus, ERIH);

3. to prepare and conduct a series of seminars for scientific editors and members of the editorial board to familiarise them with the mechanisms for including scientific publications in scientometric databases;
4. develop roadmaps for each scientific journal.

Operational Objective 4.3: Establish international scientific journals in the social sciences, humanities, and psychology.

Tasks:

1. to create working groups that will establish scientific journals and form the basis of their editorial boards;
2. to form international editorial boards of scientific journals, establishing cooperation with leading foreign scientists working in the field of social sciences and humanities and psychology;
3. create a network of reviewers for "blind peer review";
4. to develop publication conditions and requirements for articles, taking into account the criteria recognised by the scientometric databases Scopus, Web of Science, and Index Copernicus; to create web pages of scientific journals;
5. develop an action plan for announcing the call for papers, as well as mechanisms for reviewing and preparing publications for publication;
6. develop a roadmap for including journals in the Scopus, Web of Science, and Index Copernicus scientometric databases.

Strategic Goal 5:
broad participation in grant research projects

Operational Objective 5.1: Increase the number of projects participating in domestic and international grant competitions.

Tasks:

1. to develop a system of measures for broader integration into the European and global scientific and educational space;
2. to form mutually beneficial partnerships with domestic and foreign educational and research institutions, companies interested in conducting joint basic and applied research;
3. to launch a permanent scientific seminar dedicated to familiarising interested representatives of the academic community with the leading foreign and domestic grant programs;
4. to conduct an internal analysis of the main areas of basic and applied research and identify promising topics for the preparation of grant projects;

5. to promote forming working scientific groups to prepare grant applications.

Operational Objective 5.2: Participation in the Horizon 2020 framework program

Tasks:

1. identify priority research areas that will be formalised into research projects;
2. to expand the number of stakeholders by holding a series of information seminars on the Horizon 2020 program at the university;
3. develop a network of partners to create international research groups;
4. organise a series of trainings on effective management of research projects;
5. to form working groups to prepare and implement research projects that will participate in the competitions of the Horizon 2020 program.

Operational Objective 5.3: Increase the number of contractual research and development activities

Tasks:

1. expand the offer of knowledge-intensive services for external institutions;
2. to develop a system of popularisation of research services that the university can perform;
3. to improve the system of incentives for performers of contractual research works;
4. Establish cooperation with the business environment, government and cultural institutions to create and implement joint research projects.

Strategic Goal 6: popularisation of scientific achievements of the National University of Ostroh Academy

Operational Objective 6.1: Conduct popular science lectures

Tasks:

1. to develop interdisciplinary cycles of popular science lectures for students of secondary schools and in the format of an "open university";
2. to create a series of popular science video lectures by the NaUOA faculty and researchers;
3. to expand cooperation with the Small Academy of Sciences of Ukraine;
4. to include a popular science component in the career guidance work of the NaUOA;
5. to launch a project of informal scientific communication and interdisciplinary scientific discussions (OA Professor's Club).

Operational Objective 6.2: to create a scientific portal for the National University of Ostroh Academy

Tasks:

1. to create a working group for the implementation of the project of the scientific portal of the National University of Ostroh Academy;
2. to develop a module for presenting the areas of scientific activity of the National University of Ostroh Academy to external stakeholders to increase the number of knowledge-intensive contractual orders;
3. to develop a portal module that will enable the creation of a network of researchers and online scientific cooperation for the joint preparation of research projects, search for potential partners for the preparation of grant applications;
4. to create a series of video presentations of the most significant scientific developments of the NaUOA faculty and researchers in cooperation with the JLab New Media Laboratory;
5. To expand the academic transparency of the scientific and educational activities of the NaUOA, to post audio and video recordings of the most important lectures, seminars, and scientific conferences on the university's scientific portal.

Strategic Goal 7:

innovative transformation of the space and services of the scientific library

Operational Objective 7.1: to equip the library with textbooks and manuals

Tasks:

1. increase the share of purchases of scientific monographs in English;
2. increase the number of scientific monographs and educational literature in the LitPro system;
3. to establish appropriate collections of literature based on the priority areas of scientific research.

Operational objective 7.2: development of information services for the Scientific Library of the NaUOA

Tasks:

1. implement the module "electronic reader's form", which will allow for remote ordering of literature and will be integrated into the user profile of the NAUOA;
2. strengthen the IT department of the scientific library to realise technical tasks;

3. to promote the development of own information software products;
4. to upgrade computer equipment in the scientific library to expand the possibilities of implementing and using new information services;
5. to continue the development of the LitPro system, to carry out further digitisation of scientific and educational literature;
6. to improve the collection management system of the Scientific Library;
7. to continue forming the electronic catalogue of the Scientific Library;
8. to expand access to the most important full-text databases, taking into account the main directions of scientific research of the University;
9. to introduce a service of providing information and analytical products.

Operational Objective 7.3: organize modular space for students and teachers to perform project tasks

Tasks:

1. to expand the possibility of free access to the library's book collections (in particular, by implementing open access to individual collections);
2. to develop a concept and project for the reconstruction of the reading room, allocating areas for group research projects;
3. to implement the project of organization of modular space in the scientific library.

III. UPBRINGING PROCESS

The main goal of university education is to form and develop a nationally conscious, patriotic, individually unique, highly moral personality focused on a healthy lifestyle and physical and spiritual development. Accordingly, the educational activities at the National University of Ostroh Academy are aimed at developing the ability of students to consciously and dignifiedly position themselves in the moral and value space.

An important component of the educational activities at our university is to help students create a system of moral and aesthetic orientations, a sense of obligation and responsibility. Improving educational work involves strengthening the educational and cultural traditions of the university, popularizing its historical and modern achievements.

According to the Concept of Educational Activities at the National University of Ostroh Academy, the priority areas are: spiritual, moral and ethical education, civic, patriotic and national education, formation of a healthy lifestyle, overcoming negative phenomena in the youth environment, career guidance, formation of the corporate culture of teachers and students.

Strategic Goal 8: Formation of the national elite

Operational Objective 8.1: Developing citizenship skills

Task:

1. to develop a careful attitude to the national wealth of the country, the Ukrainian language, culture, traditions, and prominent figures of the Ukrainian state;
2. to develop skills of social activity, creative initiative, entrepreneurship and personal responsibility for decisions and actions;
3. to promote active counteraction to manifestations of anti-social behavior, offenses, spirituality, and immorality;
4. to develop legal culture through respect for the Constitution, legislation of Ukraine, state symbols, knowledge and observance of legal norms and principles;
5. to promote the formation of conditions for self-realization of the individual in accordance with his/her abilities, own and social needs and interests;
6. to actively involve students in international exchange and grant programs to familiarize themselves with and adopt best practices of reforming various sectors of state and public life in other countries.

Strategic Goal 9: Preservation and enhancement of university cultural traditions

Operational Objective 9.1: Develop a corporate culture

Tasks:

1. annually organize such university events as the inauguration, convocation, University Day, dormitory competition “Together”, 1st Year Student’s Presentation, “Halshka of the Year” and “Pan Ostrozky” competitions, sports and art competition “Recreation”, sports competitions “Rector's Cup”;
2. to involve students and alumni in charity events and development of volunteer movement to support student initiatives, academic projects and programs;
3. to develop decision-making skills in matters of university and student life, active life position, and management of state and public affairs among the team members;
4. to develop a system of studying the public opinion of students and teachers on the most important issues of university life and creating conditions that ensure the

participation of everyone interested in discussing problems, making and implementing decisions;

5. to create a university brand book, corporate format of business cards, presentation templates, souvenirs using the official symbols and colours of the National University of Ostroh Academy;

6. to develop and implement a system of educational activities to overcome intolerance to corruption, discrimination and academic dishonesty.

Operational objective 9.2: popularization of educational and cultural traditions of the university

Tasks:

1. to develop a format of meetings with university alumni called “Alumni Talks” to encourage the construction of a successful learning trajectory;

2. to create an association of “OA Alumni Ambassadors” to develop business contacts and friendly relations between alumni of different years living in other countries and to effectively coordinate fundraising for the further development of the university and the implementation of association projects;

3. to develop a system of university awards, landscaping of the university territory and creation of “places of memory” (memorial plaques, monuments, named classrooms, recreation areas, installation of steles and signs with university symbols (clocks, lanterns, stylized “entrances” to the university campus, etc.), placement of university symbols on university cars;

4. to launch the annual OA Alumni Awards and present them to the university graduates who have achieved the most notable and socially significant success in various fields of activity.

IV. HUMAN RESOURCES DEVELOPMENT

The Strategy of the National University of Ostroh Academy for 2017-2026 envisages the need to implement a human resources policy focused on the development of human capital, high level of professional qualities of the university employees, and comprehensive promotion of their qualifications and skills. The measures planned in this strategic development plan are aimed at strengthening the human resources potential of the National University of Ostroh Academy and using the mechanisms of increasing the motivation of the university employees. Particular attention should be paid to supporting young researchers and lecturers to ensure the continuity of human resources and the formation of traditions of scientific schools.

The introduction of intra-academic seminars and trainings aimed at developing the research and pedagogical competencies of teachers and improving their

knowledge of foreign languages will be important for the professional development of the university's academic staff. One of the experimental measures envisaged by the university's personnel policy in 2017-2026 is the introduction of a contract for two categories of academic staff: 1) for lecturers-didacts, a significant share of whose workload will be teaching academic disciplines; 2) for lecturers-researchers and researchers, a greater share of whose workload will be research. Such a division will ensure the transition to an effective contract with research teachers, which will increase scientific productivity. When determining the category of a lecturer, the activity of publications in scientometric journals (primarily Scopus and Web of Science), participation in international research projects and grant programs, and raising funds for the implementation of research-intensive contractual projects will be taken into account.

The development of the university in 2016-2026 will include the promotion of international internships for academic staff aimed at establishing personal contacts between scientists, creating research networks, gaining experience that can be implemented in the educational process and research at the National University of Ostroh Academy, as well as overcoming the negative consequences and risks of “academic inbreeding”.

Strategic Goal 10.

Professional development of the employees of the National University of Ostroh Academy

Operational objective 10.1: to expand the opportunities for internships for the faculty and researchers of the National University of Ostroh Academy

Tasks:

1. identify priority programs for internships for teachers and researchers;
2. develop a system of informing teachers about the possibilities of scientific and educational internships;
3. expand the range of cooperation with foreign and domestic partners to organize joint programs of short-term academic and scientific mobility.

Operational objective 10.2: development of university-wide scientific and methodological seminars

Tasks:

1. support the practice of holding the School of Educational Innovations;
2. to introduce a university-wide scientific seminar on the exchange of experience in scientific activity;

3. to develop the holding of university-wide seminars on the organization of distance learning, the use of the Moodle system.

Operational Objective 10.3: Continuously improve working conditions and reward employees

Tasks:

1. improve the system of incentives for employees;
2. to establish targeted grant programs and research scholarships for university staff;
3. develop mechanisms to support teachers in the form of postdoctoral programs;
4. continue the practice of rewarding employees for grants received.

Operational objective 10.4: health and safety of university employees, students and postgraduates

Tasks:

1. to develop and implement an effective system of health protection of university employees (in particular, the system of health insurance);
2. constantly develop mechanisms for creating safe working and learning conditions at the university.

V. DEVELOPMENT OF INFRASTRUCTURE AND UNIVERSITY MANAGEMENT

In 2026, the university infrastructure will be sufficiently developed for the functioning of research centers and laboratories, and for an effective educational process. It is planned to orient the campus infrastructure so that the principle of “full-time work” is fully realized, which involves providing each independent researcher and teacher with an individual place (each professor with a separate office), creating “workspaces” for the implementation of joint research and innovation projects of teachers and students.

Strategic development plans in the economic sphere of the university provide for ensuring the financial sustainability of the university, optimization of expenses, resource and financial support for strategic development areas, and the constant search for additional sources to finance research and educational projects. A sufficient level of financial support is required for the proper development of the university, fulfillment of all operational goals and objectives. The University fulfills both government orders funded by the Ministry of Education and Science and provides paid services and fulfills research orders. In today's conditions, it is

necessary to expand the mechanisms of financial autonomy of the institution, search for new revenues, determine the importance of the expenditures made, finance the development of infrastructure, provide the educational process with modern technologies, support student self-government and promote comfortable working conditions for university employees.

The development of the social infrastructure is aimed at ensuring the competitiveness of the National University of Ostroh Academy in the national and international higher education market. To increase the opportunities for active leisure of students, faculty and staff of the university, it is planned to develop the existing and create new academic clubs, gyms and sports facilities, household and medical infrastructure. Special attention will be paid to expanding access to the university's information resources. In particular, the development of the university's information infrastructure is aimed at providing wireless Internet access to the entire territory of the National University of Ostroh Academy campuses and expanding the information capabilities of the corporate portal oa.edu.ua.

One of the areas of infrastructure development is related to the idea of a “friendly university”. It is about arranging a study space that provides maximum comfort for people with disabilities. Another aspect of this idea concerns the organization of a space for children of employees and students, where the child will be supervised while the parents attend classes or solve certain issues at the university.

Taking into account the institutional expansion of the National University of Ostroh Academy envisaged for the period of 2016-2026, special attention will be paid to the implementation of systems for effective management of the educational process, research projects, and administrative activities of the university. In particular, taking into account the world experience of academic management, the model of “shared governance” was chosen as a model. This model provides for the absence of a hierarchy of power at the university, while providing for a strong executive branch and collegiality, i.e., mixed governance involving all groups that are part of the academic community.

The National University of Ostroh Academy adheres to the principles of environmental sustainability in its activities. This implies the creation of a harmoniously organized space for the realization of educational and scientific goals, care for the environment, and the widespread introduction of resource-saving technologies.

Strategic Goal 11.

Material support for the university

Operational objective 11.1: to maintain the university premises, property and territory at the proper level.

Tasks:

1. to ensure the transfer of university activities (purchase of materials, payment for services, works);
2. to maintain the premises in accordance with sanitary standards;
3. to provide an annual plan of repair work in dormitories, academic buildings;
4. to constantly improve the territory of the university, including dormitories;
5. to improve the living conditions and consumer services for students in the university dormitories;
6. systematically update hard and soft equipment in the dormitories;
7. to improve the material and technical support of sports facilities of the University and social and cultural facilities;
8. to maintain canteens at the proper level;
9. to maintain (if necessary, update, repair) university vehicles;
10. create safe working conditions and civil and fire protection for participants of the educational process; constantly check power grids, fire hydrants, cranes, and fire extinguishers; stoves in dormitories canteens;
11. to adapt the university infrastructure for people with special needs (ramps).

Operational Objective 11.2: Ensure energy saving and insulation of the university's housing stock, academic buildings, cultural and artistic centre and gymnasium

Tasks:

1. to conduct a comprehensive energy survey (energy audit) of buildings, structures, systems and equipment for the water, gas, heat and electricity supply of the university and develop an energy-saving program, a business project for the implementation of the program;
2. identify areas for reducing utility costs and a list of energy-saving measures (insulation, window installation, installation of energy-saving lamps, etc;)
3. implement the energy-saving program.

Operational Objective 11.3: improve the technical base of the university

Tasks:

1. to constantly monitor the needs and equipment of the university with modern computer hardware and network equipment;

2. to equip all lecture rooms with multimedia tools to ensure an effective educational process;
3. to update the equipment, improve the technological support for the functioning of the information and telecommunication infrastructure of the university management, organisation of the educational process and research;
4. to provide constant access to the Internet, to fill the website, repository and other information resources of the University;
5. to purchase educational software for conducting classes;
6. improve the activities of the editorial and publishing department and update its equipment and software.

Strategic Goal 12: Development of university infrastructure

Operational objective 12.1. Development of classroom facilities and administrative buildings

Tasks:

1. to complete the new building and put it into operation;
2. to develop the archive.

Operational objective 12.2. Increase the housing stock

Tasks:

1. to prioritise the construction of a new dormitory or increase the number of places in dormitories;
2. increase the housing stock for students by 500-1000 people in 5 years;
3. expand the housing base for teachers.

Operational objective 12.3. Development of the social infrastructure of the university.

Tasks:

1. develop a recreation centre in the Carpathians;
2. to expand facilities for sports and cultural events;
3. to create a dispensary for students and teachers;
4. provide teachers with a canteen;
5. to open a kindergarten;
6. develop a project to open a lyceum for gifted youth.

Strategic Goal 13:

Financial safety of the university

Operational objective 13.1. Ensure the implementation of public funding.

Tasks:

1. to carry out financing by the estimates and work plans. To cooperate with the relevant ministries and state financial authorities;
2. based on introducing new specialities and new forms of work to influence the state policy on the university's financial support.

Operational objective 13.2. Financial autonomy.

Tasks:

1. to develop strategies for finding alternative sources of funding for scientific, educational and infrastructure projects of the NAUOA;
2. to seek sources of additional funding;
 - 2.1. ensure the growth of revenues from:
 - increasing the share of contract research; from research grants and projects;
 - expansion of educational paid services (contracts for new specialities, part-time study, distance learning, preparatory courses, certificate programs, attracting international students, etc.);
 - fundraising;
 - economic orders, joint paid projects;
 - annual review of the cost of rent and opportunities to increase revenues from this source;
 - increase of the university's publishing activities;
 - paid use of sports facilities;
 - ensuring the accumulation of funds raised.
 - 2.2. Expand the autonomy of faculties, departments/divisions of the university in attracting and using external funds to finance their projects (with the creation of a procedure for university deductions from the funds raised).
 - 2.3. To create a structural unit whose functional responsibilities will be to raise funds for the development of the university, search for additional sources of funding, facilitate the writing of grants by other structural units, assist in their implementation, work with patrons (charity dinners, informal meetings with students and teachers, involvement in university management).

Operational objective 13.3. Efficient use of university revenues

Tasks:

1. to support the mechanism of transparent distribution of funds for material and technical supply, repair and construction works, taking into account the strategic directions of the university development;
2. to develop energy saving and constant accounting and monitoring of energy consumption;
3. to allocate at least two per cent of the financial revenues of the special fund for the development of technical support, the implementation of electronic document management;
4. expand the social package for university employees:
 - 4.1. provide moral and material incentives for university employees;
 - 4.2. to introduce a transparent and effective system of incentives for employees and structural units to find additional sources of funding;
 - 4.3. to guarantee material assistance to employees who need it;
 - 4.4. to calculate the possibility of opening a kindergarten for employees' children as a structural unit of the university or a separate legal entity;
5. to facilitate the coordination of the formation and distribution of financial resources for the needs of the Brotherhood of Students.

Strategic Goal 14:

Implementation of effective mechanisms for project and case management at the university

Operational objective 14.1: Optimization of the university structure

Tasks:

1. to audit the structure of the university for the interaction of structural units;
2. to optimise the structure of the existing units at the university by delineating and balancing the functions and powers between them;
3. to create departments that will attract funds and other resources and control their expenditures;
4. to detail, clarify and approve job descriptions of all administrative positions; to delineate rights and areas of responsibility and decision-making;
5. establish cooperation between the business and fundraising departments and the economic department in calculating project estimates and conducting tenders.

Operational objective 14.2. Ensure an effective human resources management system

Tasks:

1. hire highly qualified specialists;
2. to encourage employees to learn and develop;
3. to develop and maintain programs for employee evaluation and incentives;
4. engage employees of narrow specialities to perform highly professional work (in particular, in the economic part).
5. to increase the level of competence of employees in grant activities.

Operational objective 14.3. Implementation of an electronic document management and administrative process management system

Tasks:

1. to create an integrated information infrastructure for automation and optimisation of management processes;
2. to develop and implement a system for monitoring the main administrative processes and performance indicators of the university, in particular, those that affect the implementation of the development strategy of the NAUOA;
3. to monitor and determine the main procedures of document flow at the university;
4. develop an electronic case management system that will contain modules for the implementation of basic document management procedures and take into account the specifics of case management at the university with the possibility of remote secure access;
5. to patent the electronic document management system and develop mechanisms for its popularisation and implementation in other universities.

Operational objective 14.4. Involvement of the Fraternity of Spuds, dormitory managers, and alums association in management decision-making and implementation

Tasks:

1. to expand the representation and participation of students in university-wide governing bodies;
2. improve the interaction between administrative units and student self-government bodies;
3. to strengthen the responsibility of students in decision-making and implementation;
4. to activate the alum association, involve them in discussions, decision-making and implementation of the university development strategy.

Operational objective 14.5. Improve internal communication

Tasks:

1. to ensure the availability and timely provision of information on the activities of all university departments by using electronic document management;
2. to discuss and make decisions promptly (regular meetings of the staff, administration, meetings of the councils of faculties, departments, units, etc;)
3. improve the interaction of units by implementing joint projects.

Operational objective 14.6. Ensure the implementation of the strategy

Tasks:

1. based on the development strategy of Ostroh Academy, to develop an action plan for its implementation based on the principles of project management (to identify activities, responsible persons, and deadlines);
2. the department that will be responsible for the implementation of the strategy should constantly moderate and monitor the activities to ensure effective teamwork, conflict prevention and resolution;
3. provide legal support for implementing the strategy (update the Charter and internal regulations).

VI. EXPANDING INSTITUTIONAL BOUNDARIES

The territory of advanced innovative development

The main idea of the Territory of Advanced Innovative Development is to promote the development of innovative projects and business ideas of students and young scientists of Ukraine, as well as applied results and IT products, to create a network of research laboratories of the university and other institutions, an IT school and a business incubator.

Implementation of the project activities will have a tangible effect on the socio-economic and social development of the Ostroh community, provoking the emergence of new types of IT activities and the creation of employment in the city. The project will help intensify the development of the IT sector in the city and the region and stimulate the development of the high-tech IT sector.

The concept of the Territory of advanced innovative development project envisages the creation of:

- a social and analytical cluster as a prerequisite for generating innovative ideas in the field of information technology, whose activities and project activities will be covered on a unique web resource;
- business cluster, which in the future will allow working with unique economic and legal conditions of functioning of business entities in Ostroh, to create a business incubator, as well as to organise an annual forum of

ideas, a competition of innovative and creative startup projects of young people with the possibility of their further commercialisation in the business or social sphere;

- a management cluster, which in the future will provide for the formation of an innovative model of city management;
- a scientific cluster to support the projects of a business incubator and a management cluster, a network of research laboratories and centres based on the National University of Ostroh Academy, IT school and business school in the city, in particular through the creation of an innovative education laboratory to form the city's intellectual capital;
- a cultural cluster to form a modern Ukrainian identity, support the city's image as an innovative, IT-friendly territory, and launch a unique program of book publishing, museums and tourism to promote the historical heritage of Ostroh and the Ostroh Academy.

In addition, the project envisages the creation of a comfortable environment for meetings of initiative people of various profiles as a place for organising MICE tourism in the region, including conferences, forums and presentations to discuss current trends and promising areas of activity in the IT sector.

The project will train the target groups to provide practical experience and develop critical thinking.

University and the City

Close cooperation with the city of Ostroh is an integral part of the development of the National University of Ostroh Academy. The classical university has all the possibilities and grounds to be a centre that is most characterised by integration, innovation and cultural functions to become a subject of innovation policy in all spheres of public life.

The National University of Ostroh Academy aims to shape the space of the academic city, focusing on the world experience and realising its social service function. The university's mission for the city (region) is to inspire innovations.

Cooperation with the city (region) involves

- promoting the development and improvement of the quality of out-of-school education in the region through the creation of institutions for scientific and methodological support of out-of-school education within the university structure and their close cooperation with relevant educational institutions, educational authorities of the city and region;
- active participation of the university in organising the work of the regional branch of the Minor Academy of Sciences and its branches in districts and cities;
- expanding the areas of cooperation of the Regional Center for Education Monitoring, established based on the university, with secondary education institutions to develop innovative teaching methods, methodological support for academic disciplines, exchange of pedagogical experience, etc.;

- active participation of the university in the processes of informatisation of school education through the creation of a resource centre for education informatisation and its involvement in the formation of the principles of organisation and functioning of the Rivne Educational District of Education Informatization;
- expanding the range and scope of educational, consulting, information and educational services provided by the university to the population of the region;
- ensuring the implementation of state and regional programs for training, retraining and advanced training of civil servants, small and medium-sized business entrepreneurs, and the unemployed;
- promoting the creation of regional research centres at the university in the areas of economics and market economy, ecology, political science, historical heritage, psychology, etc., organising effective interaction of such centres and other university departments with the relevant structures of local executive power;
- Implementation of measures aimed at forming national consciousness and patriotism, active life position of young people, promoting their self-development based on spiritual achievements of the Ukrainian people;
- preservation, enhancement and promotion of national cultural traditions through the creation of a system of cultural and educational centres and units at the university;
- Promote the preservation of the national and ethnic identity of the region's residents, as well as dialogue and interaction between different cultures.

In addition, the National University of Ostroh Academy plans to take an active part in the implementation of socially significant projects of the city and region development, which includes monitoring and analysis of substantial problems of the city and region, interaction of the academic community with the authorities and public organisations to prepare and implement joint social, economic and cultural projects; participation in events aimed at increasing civic engagement and democratic culture of the city; volunteer initiative.

Creating an academic city based on the cooperation of the city authorities of Ostroh and the National University of Ostroh Academy is experimental in Ukraine. It is intended to demonstrate the potential of the university and the city and their cooperation. The "diffusion of cultural innovations" creates awareness of the need and possibility of the city's infrastructural, institutional, and social transformations in the context of administrative reform in Ukraine.

Branding and positioning

One of the essential aspects of the strategic development of the National University of Ostroh Academy is the formation of a unique and recognisable brand.

The positioning involves occupying promising niches in the field of research

and development, as well as creating, implementing and promoting original educational technologies.

A positive perception of a university in the educational services market is inextricably linked to a high-quality, modern, memorable brand image that arises in the mind when you mention an academic institution. A brand that claims to be successful must meet modern design requirements and be unique and variable (used as an element in the symbols of departments). At the same time, the branding process involves developing a system of rules for using corporate identity elements to unify the image and maximise the effectiveness of its use in various types of branding products, both tangible and electronic.

In the field of university branding, the following operational goals should be highlighted:

- development, unification of the corporate style, registration of the trademark;
- development, publication, and distribution of branding products (based on the corporate style);
- creation and advertising of an online store selling branded products;
- establishing a branded shop on the territory of Ostroh Academy;
- Establish production facilities to manufacture unique branded products and improve positioning efficiency.

In parallel with the development of the brand, it is necessary to formulate a marketing strategy for the university, which should focus on the university's positioning in modern society. The aspects of positioning that need to be considered when developing a strategy are the target audience, positioning subjects, system of activities and tools, calendar cycles, and involvement of the media and external agents.

The positioning should be verified by the target audience - social groups and their needs that the university can meet. It is worth formulating separate positioning "packages" for applicants, students, alumni, parents, teachers, authorities, NGOs and activists, representatives of other countries, etc. In the process of university development, it may be necessary to develop new positioning packages that should be clearly documented and constantly adapted to market conditions.

Particular attention should be paid to creating and developing narrow-profile public organisations that will be "in the orbit" of the university. Such organisations, even with minimal support from the university, can become effective external agents of influence and instruments of effective philanthropy.

VII. PRINCIPLES OF PROGRAM IMPLEMENTATION AND MONITORING OF RESULTS

The central bodies that will coordinate and control the implementation of the development strategy of Ostroh Academy-450 are the Academic Council, the Rector and the Rector's Office of the National University of Ostroh Academy.

To provide analytical and monitoring support for implementing the strategic development measures envisaged by this document, the Center for Educational Policy and University Studies will be established as a National University of Ostroh Academy research unit. The Center will research the main educational trends and innovative educational and scientific technologies, analyse the possibilities of their implementation, collect and systematise information on the main areas of the university's work, conduct relevant sociological research and statistical monitoring (together with the Institute of Social Studies of the National University of Ostroh Academy), and evaluate the quality of educational programs (together with the Educational and Methodological Department of the National University of Ostroh Academy).

The implementation of the main areas of development in 2016-2026 will be coordinated by working groups and expert councils, each of which will be supervised by the Vice-Rector for Academic Affairs or the Vice-Rector for Research and Teaching (according to their area of responsibility).

The implementation of the main activities and achievement of a specific operational (in general, strategic) goal will take place in the form of separate projects involving key university employees.

Risks of implementing the Ostroh Academy-450 development strategy:

- insufficient provision of resources for some regions of development;
- limited or partial implementation of specific tasks, which will lead to incomplete achievement of a particular strategic goal;
- inadequate composition of groups and ineffective management of projects representing a particular area of development;
- insufficient cooperation with external stakeholders and partners;
- "frozen" institutional development due to the constraints on change imposed by the established current framework and practices.

To avoid risks and/or reduce their impact, the following measures will be taken: continuous monitoring of the development strategy implementation, which includes, in particular, a comprehensive audit and report after specific periods (short, medium, and long-term); public discussion and maximum involvement of all stakeholders (including young scientists, graduate students, and students) in the implementation of strategic development projects; maximising the efficiency and professionalism of academic management; encouraging creative solutions to specific administrative tasks and de-bureaucratization of case management.