


MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

STEPAN GZHYTSKYI NATIONAL UNIVERSITY OF VETERINARY
MEDICINE AND BIOTECHNOLOGIES LVIV

DEVELOPMENT STRATEGY

OF STEPAN GZHYTSKYI NATIONAL UNIVERSITY OF
VETERINARY MEDICINE AND BIOTECHNOLOGIES
LVIV FOR 2021-2030

APPROVED BY ACADEMIC COUNCIL

Scientific Council Chairman  / V.V. Stybel /

(Protocol No. 8 of 23 " 12 ", 2020)

Rector  / V.V. Stybel /

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The Development Strategy of Stepan Gzhytskyi National University of Veterinary Medicine and Biotechnologies Lviv for 2021-2030 was prepared by the commission consisting of:

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Terms

Dozens of generations of high-class specialists have been trained within the walls of Stepan Gzhytskyi National University of Veterinary Medicine and Biotechnologies Lviv since its foundation in 1784. The execution of the main functions assigned to Stepan Gzhytskyi National University of Veterinary Medicine and Biotechnologies Lviv (further the University), concerning the national Ukrainian elite formation, training of highly qualified personnel for scientific, educational and industrial institutions, promoting Ukraine's integration into the world economic space as an equal partner, making recommendations to public authorities to make effective management decisions in responding to economic, environmental, political, social challenges, require elaboration of the strategic development plan.

The University maintains close ties with many scientific and educational institutions around the world (more than 50), including the United States, Asia, and the EU. It also implements 11 free master's programs of double diplomas with the leading universities of the Republic of Poland.

The Strategic Development Plan of the University is elaborated in compliance with the Laws of Ukraine "On Education" and "On Higher Education", as well as the Resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure and criteria for granting higher status to a higher education institution, confirmation or deprivation of this status". The Strategic Development Plan is a tool through which the University sets specific goals adapted to the needs of society and trends in education and science. The elaboration and implementation of the Strategic Development Plan of the University allows to focus efforts and optimize the allocation of resources to implement the measures necessary to fulfill the mission of the University and ensure its development under the conditions of increasing competition.

Taking into consideration the global trends, the priority areas of the University activities in the medium and long-term perspective are the development of physical culture and sports, natural, socio-humanitarian and socio-political, economic and legal, technological, engineering, computer, veterinary and medical sciences, the formation of students' broad worldview in accordance with current trends in the information society and the establishment of national, cultural and universal values as an important prerequisite for the state development.

Mission: *We are working for the current and the coming generations*

The University realizes its mission by building a model of the European University on the basis of advanced development of educational and scientific activities, the formation of a harmonious personality, consistently high competitiveness in the country and the world.

The University Mission: the creation and provision of educational services for present and future generations on the basis of acceptability of traditions and innovations to ensure the progressive development of Ukraine.

The University realizes its mission by achieving the following strategic goals:

- The establishment of the University as a leading Ukrainian researching, educational and innovative center.
- Ensuring personal and professional growth of higher education seekers, formation of competencies that determine the competitiveness of graduates in Ukraine and in the world.
- Comprehensive development of the creative potential of scientific and pedagogical staff of the University.
- Forming the image of the University as an international educational and research center.
- Promoting the formation of a harmoniously developed personality, an active member of society, a patriot of Ukraine.
- The creation of a modern infrastructure and management system aimed at ensuring the effective activity of the University.
- Making a significant contribution to social development through research, generation of new knowledge, their dissemination and training of competitive professionals and creative individuals.

The University implements the tasks of preparing competitive human capital for high-tech and innovative development of the country, self-realization of the individual, meeting the needs of society, labor market and the state in qualified specialists on the basis of combining education with science and practice.

The university provides the formation of a set of systematized knowledge, skills and practical skills, ways of thinking, worldview and civic qualities, moral and ethical values, professional and other competencies in the relevant fields of knowledge.

The University conducts innovative educational activities at various levels of higher education, conducts basic and applied research, promotes the dissemination of scientific knowledge and conducts cultural and educational activities.

The University has a quality management system, which in 2019 was certified in accordance with the standard requirements of ISO 9001: 2015.

The quality assurance policy is implemented at all levels of management with the participation of all stakeholders- within the institution, including higher education seekers, and external - employers and partners. Each employee and student of the University is personally responsible within its competence for the results of work.

Vision of the University:

- a multifunctional University capable of generating modern knowledge and ensuring its transfer, which creates long-term values, forms, maintains and develops resources for future generations;
- leadership in education, high ranking positions;
- highly professional, creative, capable of continuous development staff;
- high level of information openness, integrated "paperless" space of information;
- integratedness into the international system of science and education;
- demand in society for research results;
- formed intellectual environment for the creation, dissemination and support of adequate needs of society, knowledge focused on the formation of advanced competencies through a wide range of competitive specialties and specializations, various forms and interactive methods of teaching;
- broad autonomy, both in the formation of the content of education and in the management of life activity;
- high quality of education, individualization and interactivity of teaching, use of online tools, virtual environment, etc .;
- the conditions for the creativity development, the formation of emotional intelligence, the disclosure of creativity, the acquisition of multilingualism by higher education seekers - future generators of sustainable development of society;
- competitive and selective approach in the selection of applicants for higher education and teachers, including foreign ones;

- formed corporate ethics based on academic values, traditions and freedoms, creating the atmosphere in which a constructive attitude to the new idea will be the most significant value;
- legal culture, support and protection of authors' rights to objects of their intellectual property, stimulation of innovative activity;
- authoritative information, educational, intellectual platform for communication of the state, business, citizens, involvement of all stakeholders in the management of educational process quality;
- developed network of research, educational and business structures: research centers, parks, coworking spaces, laboratories, business incubators, etc .;
- management on the basis of synergy from the mobilization of all resources to address internal and external development problems; benchmarking;
- social and environmental responsibility.

Principles of the University Activity:

- Autonomy and self-government;
- Openness;
- Partnership;
- Student-centeredness;
- Internationalization;
- Social responsibility;
- Independence from political parties and religious organizations;
- Patriotism;
- Combination of collegial and single principles;
- Constant development.

Strengths of the University:

- Labor and scientific potential;
- Striving for perfection;
- System approach in activity;
- Internal standards of education;
- Dynamics and advanced development;
- Social significance of directions of scientific researches;
- Business orientation training;
- Developed infrastructure and modern facilities;
- Active student self-government;
- Communicative activity;
- Cooperation with authorities, enterprises, organizations;
- Continuity of traditions;
- Continuous monitoring, identification, adjustment of all procedures and processes.

University Values:

- Responsibility;
- Professionalism;
- Professional ethics;
- Innovation and individual approach (student-centeredness);
- Academic integrity;
- Creativity;
- Readiness for change and constant development.

The reputation of the University is the main value that has been formed over 145 years.

Strategic goals and priorities of the University development

The University's development strategy is based on the provisions of the Constitution of Ukraine, Laws of Ukraine "On Education", "On Higher Education", "On Scientific and Scientific-Technical Activity", Licensing Conditions for Educational Activity of Educational Institutions, Ukraine-EU Association Agreement, Sustainable Development Strategy "Ukraine - 2020", the Concept of development of digital economy and society of Ukraine for 2018-2020, other domestic legislative acts in the field of education and science and international documents in the field of education, Standards and Guidelines for Quality Assurance in the European Higher Education Area, etc.

A key indicator of the strategy implementation should be the recognition by society of the leading role of the University as a producer of intellectual resources capable of solving state, European and world problems.

- Comprehensive development of labor and scientific perspectives to ensure the social and economic growth of our country.
- Creating conditions for the formation of highly moral, patriotic, educated individuals who are able to make a significant contribution to the future of Ukraine.
- Formation of highly qualified professionals through an organic combination of educational, scientific and innovative activities on the basis of academic integrity.
- Creation of a strong research base at the University - as a center for generating innovations not only in Ukraine but also in the world.
- Development of international cooperation with various organizations in the field of education, science, culture and sports.
- Formation of an innovative corporate culture of quality, development and cooperation of employees, students and graduates of the University on the basis of social and corporate responsibility.

Strategic directions of the University development

In order to implement the mission of the University and achieve the set strategic goals, the main strategic directions of development are identified:

- Improving the educational process in order to form the necessary competencies in applicants for higher education, which will ensure a high level of its competitiveness and demand in the labor market.
- Ensuring the progressive development of scientific activity at the University in

the context of compliance with the criteria for inclusion in the "world-class universities".

- Active development of international cooperation in the field of education, science, design and culture in order to develop the capacity of the University, human resources and the region.
- Improving information and communication policy and forming a positive image of the University at international level.
- Socio-economic development of the University in order to create a favorable environment for the harmonious development of employees, students and graduates of the University.
- The development of a holistic system of corporate culture, professional ethics and academic integrity at the University as an "organization of the future".

The basis of the formation of specific strategic objectives and the expected results of the implementation of the Development Strategy of the University 2020-2030 is the principle of SMART:

S -specific	Improving the quality and competitiveness of the University in education, research and international activities
M - measurable	Increase of specific (key) performance indicators (within the effectiveness of educational, scientific and international performance indicators) by 18-25%
A - attainable	The university has the necessary conditions for the implementation of strategic objectives
R -relevant	The University maintains high positions in domestic and international rankings and high marks among stakeholders
T -time-bound	Deadline - 2030

The main tasks of the strategic development of the University

- Continuation of the current course on innovative development of the University of European type, providing training of highly qualified specialists, maximally adapted to the tasks of professional activity, business-oriented, intellectually and creatively developed, linguistically competent, patriotic and civic conscious;
- Continuous improvement of the quality management system, ensuring the quality of educational activities and the quality of higher education, compliance with higher education standards;
- Active integration into the world, European educational and scientific space; international cooperation; wide representation of research results in global

scientometric databases;

- Ensuring the comparability of the organization and content of education at the University with the education systems of leading European universities, the development of mobility of higher education students and teachers;
- Expansion of the list of competitive educational (educational-professional and educational-scientific) programs, ensuring high quality of their content;
- Optimization of admission to training, the effectiveness of career guidance work, expanding the degree of training;
- Development of sustainable communication and implementation of joint projects with employers, business environment, conducting scientific consulting, business education;
- Creating conditions for lifelong learning "on the basis of flexibility, dynamism, ability to respond adequately and quickly to the demands of the labor market, to meet personalized needs;
- Ensuring the quality of research and teaching staff, increasing the level of efficiency of scientific training, internships, advanced training;
- Development of scientific activity, approximation to the parameters of a research institution of higher education; constant updating of research topics aimed at socio-economic development of the country; identifying and filling "niches" in demand for scientific results;
- Development of material and technical base in order to ensure further improvement of the conditions of the educational process and scientific activity, creative development of personality, sports and educational work, increase of household comfort;
- The formation of corporate culture, social and ecological responsibility, increase of motivation and observance of safe working conditions.

When forming the Strategic Development Plan for 2020-2030, the University takes into account that during this period the following main factors will operate:

- Challenges;
- Opportunities;
- Threats;
- Perspectives.

Challenges:

The processes of globalization and the dynamism of the development of a high-tech innovative society set qualitatively new tasks for education. For their successful implementation it is necessary to be aware of modern external and internal factors, major problems and threats that will affect educational activities over the next decades:

- - global instability;
- - rapid growth of the array and the pace of updating information;
- - development of digital technologies, social sphere;
- -rapid growth of the array and the pace of updating information;
- - increasing competition in the educational environment due to the activity of domestic and expansion of foreign educational institutions;
- demographic crisis;
- - reducing demand for educational services;
- -growing demand for extracurricular learning due to the spread of media technology, online education;
- - activation of providers of low-quality educational services in connection with the unification of forms and methods of knowledge transfer;
- - reduction of public spending on education;
- - rising costs of educational institutions due to rising price of resources;
- - lowleveloftrustindomesticeducationand biased attitude to the level of quality of education at the international level.

Possibilities:

- Organization of joint educational programs of parallel education with leading foreign universities with the possibility of obtaining two diplomas.
- promotion of the University brand at the national and global level;

- • modernization of the organizational structure of the University through the elimination, reorganization of inefficient structures and the development of units that are "growth points"; • promotion of the University as a platform for consolidation of employees, graduate students, intellectual elite, student youth through urban, regional scientific, cultural and sports events.
- creating conditions for raising the educational and intellectual level of students; • expanding the range of areas and specialties of training at all levels of higher education with the use of distance learning technologies. • development and implementation of new educational programs;
- improvement of all educational programs to the requirements of the labor market;
- development of new educational products for retraining and advanced qualification, including short-term programs and courses aimed at the formation of relevant competencies in the labor market;
- attracting funding for international, state and regional programs;
- raising the level of knowledge of foreign languages by employees for more active entry of the University into the international educational and scientific space;
- desire for international accreditation of educational programs;
- development of interaction with other educational organizations and expansion of implementation practice of educational activity in foreign languages.

Threats:

- negative foreign policy factors and their impact on the financing and infrastructure of the educational environment in the region;
- instability and low level of income of most economic entities in the region - potential customers for the training of qualified personnel;
- low level of quality of life in the region (low level of wages, poorly developed social infrastructure);
- the negative impact of the demographic situation in the region on the quantitative and qualitative indicators of admission to the University;
- high level of competition in the market of educational services in the region;
- low level of need of economic entities of regional industry for specialists.

Perspectives:

- Improving the content of education and learning technologies, management of educational programs.
- Creation of the modern infrastructure of scientific and innovative activity of the University.

- Internationalization and integration of the University in the European and world scientific space.
- Ensuring effective investments in labor resources or scientific potential working in the region and sustainable development of the region.
- Improving the organizational and managerial, personnel and infrastructural support of scientific and educational activities of the university.

The University identifies ten main areas of development that are interrelated and that require the interaction of the administration, departments, employees and students, as well as their public associations for the implementation of tasks:

- 1) educational process;
- 2) research and innovation;
- 3) international cooperation;
- 4) informatization;
- 5) formation of social values;
- 6) development of scientific potential;
- 7) University management;
- 8) Educational Activities;
- 9) creation, reconstruction and maintenance of fixed assets;
- 10) financial security.

Within each of these areas, specific goals and indicators are defined according to which their implementation can be monitored. The list of indicators and values of indicators for each of them are determined in the plan of development of the University for the next academic year and approved by the Academic Council of the University.

The strategy for the development of the University is implemented in priority areas

➤ Improving the management system

Goal:ensuring University autonomy

Means of achievement:

- Development of components of autonomy and self-government formation;
- Development of long-term development programs by types of University activities (scientific, international, educational, pedagogical, methodological and others), taking into account the tasks and problems that need to be solved in the coming decades;*
- Concentration of efforts and resources on fulfillment of indicators of the state order, maintenance of development of priority directions of activity;*
- Optimization of the territorially distributed scientific and educational structure of the University in order to comply with the Laws of Ukraine "On Education", "On Higher Education" and other regulations to provide training for higher education, promoting innovative development of the region (programs and plans of separate departments);*
- Improving the quality management system and quality assurance system of educational activities and the quality of higher education;
- Development of standards of activity, standards of higher education and educational programs of the University;
- Harmonization of quality management systems of regional educational structural units with the basic educational institution on the basis of ISO 9001-2015 standards;*
- Development of democratic principles, improvement of functioning of collegial and advisory governing bodies, involvement of student self-government bodies, scientific society, employers;
- Ensuring transparency of activities, decision-making, awareness of employees, applicants for higher education, the public, the development of corporate means of communication;
- Implementation of the information policy of the University, digital transformation of all types of activity;*
- Improving the system of rule-making, document management registers, electronic record keeping, integration of information systems, elimination of

barriers to free communication and transfer of information;

- Development of a single corporate digital system of access and exchange of information, web portal of the University, "personal" office, including mobile versions;
- Development and deepening of partnerships, cooperation with government agencies, market structures, employers and other stakeholders;
- Development of the University's marketing strategy, brand and corporate identity.

➤ Financial support for development

Goal: ensuring a stable financial and economic environment for the development of priority areas of activity, production of long-term values

Means of achievement:

- Ensuring a stable financial and economic situation, rational and economical use of resources for the development of priority areas;
 - Ensuring compliance with the principles of targeted and efficient use of funds;
 - Diversification of sources, forms of financing, optimization of income structure, strengthening of transparency of formation and spending of funds;
 - Formation of a new financial culture in accordance with the provisions of the Laws of Ukraine "On Education", "On Higher Education" and other regulations;
 - Providing funding for the purchase of scientific and educational equipment, computer support with the involvement of various sources of funding, investors and other stakeholders;
 - Creation of innovative structures of educational, research and educational-scientific-production subdivisions, participation in the formation of the authorized capital of innovative structures - science parks, business incubator;
 - Establishment of a permanent fund (endowment) of the University;*
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- Investing in relevant, priority, strategically important areas of the University;
 - Ensuring transparent monitoring of the allocation and use of financial

resources, regular internal financial audit and publication of its results;

- Increased revenues due to an increase in the share of research carried out on a contractual basis, expansion of paid educational services (distance learning, life long learning, summer schools, certification programs, involvement of foreign applicants for higher education, etc.), fundraising and joint projects with University partners;
- Priority financing of creation and development of the base of social and household, sports and improving, medical and preventive, cultural and art structural divisions.

➤ The quality of staff

Goal: achievement of personnel perfection for realization of tasks of activity

Means of achievement:

- Ensuring compliance with the requirements of the Licensing Conditions for Educational Activities and the criteria for confirming the charter of the national institution of higher education;*
- Increasing the share of scientific and pedagogical workers with scientific degrees and academic titles, winners of state awards, members of the National Academy of Sciences, branch academies, foreign scientific and educational organizations, representatives of sound scientific schools, experienced practitioners;*
- Ensuring the advanced nature of advanced training, internships of pedagogical, scientific-pedagogical and managerial staff in accordance with the needs of reforming the education system, the challenges of social development;*
- Improving the efficiency of postgraduate and doctoral studies; ensuring compliance of postgraduate and doctoral students with the established deadlines for dissertation preparation; expanding the list of postgraduate and doctoral specialties;*
- Formation of the personnel reserve of the leading staff of all structural divisions of the University, regional educational institutions, scientific and pedagogical workers;
- Creating conditions for each teacher to master pedagogical skills, innovative educational technologies, implementation of the competence approach, student-centeredness, scientific growth, increasing the level of foreign

language proficiency, mobility, stimulating the development of author's courses;

- Implementation of measures to ensure the proficiency of participants in the educational process in English and other foreign languages (study courses, educational programs with foreign languages of instruction, educational and cultural-artistic competitions);*
- Development of constructive attitude of employees to new ideas, readiness and ability to produce and implement them; encouraging adherence to the principles of academic integrity;
- Promotion of scientific internships for graduate students, doctoral students, teachers, scientists in higher education and research institutions around the world; conducting research abroad;
- Advanced training of research and teaching staff in the areas of educational activities, management of departments - in the field of modern methods of corporate governance, strategic, financial, personnel management, quality management;*
- Development of forms of moral and material encouragement of participants of educational process.

➤ Attracting applicants for higher education

Goal: formation of a contingent of students motivated to study in higher education with high rating indicators

Means of achievement:

- Development and implementation of long-term plans for licensing educational activities and accreditation of educational programs;*
- Expanding the list of attractive for bachelors experimental bachelor's and master's programs, PhD programs, increasing the list of educational programs taught in the languages of international communication;*
- Optimization of admission to study under the state order and contracts with legal entities and individuals, taking into account changes in the structure of the contingent of applicants and the situation on the labor market;
- Implementation of individualization of career guidance work, development of pre-university professional training in schools, lyceums, colleges, etc.;
- Deployment through all communication channels of creative career guidance, advertising and explanatory work on attracting young people and people who received education in previous years to the University;

- Increasing the contingent of applicants for higher education through the development of higher education;*
- Promotion of information about the advantages and achievements of the University through corporate media, expansion into social networks, cooperation with the media, contact groups of higher education;
- Diversification of forms of acquaintance of potential entrants with the specifics of studying at the University: open days, hospitality days, workshops, competitions, Olympiads, festivals, etc., development of consulting assistance.

➤ Ensuring the quality of educational activities and the quality of higher education

Goal: formation of the country's intellectual elite

Means of achievement:

- Achieving compliance of the quality of organization and content of education at the University with the documents of the European Higher Education Area, the practice of well-known universities of the world;
- Continuous improvement of the quality assurance system of educational activities and the quality of higher education as a component of the quality management system, compliance with the requirements of the University standards;
- Organic combination in the educational process of educational, scientific and innovative activities;
- Licensing and accreditation activities;*
- Actualization of educational programs with the participation of external experts and applicants for higher education, ensuring compliance with the requirements of higher education standards, taking into account the results of scientific activities of teachers, regional and corporate needs of employers;
- Expanding the list of specialties and specializations, development of new educational programs, adequate to the demands of society;*
- Expansion of the list of elective disciplines and the practice of their previous presentation to applicants for higher education; adoption of the concept of "free trajectory" in the choice of disciplines and teachers;*
- Expanding the participation of self-government bodies of higher education in the formation of a selective component of educational programs, organization of the scientific and educational process, evaluation of its quality, adaptation of freshmen to the education system;

- Improving the quality of educational and methodological support, knowledge intensity and professional orientation of disciplines;
 - Ensuring the availability of the necessary resources for the organization of the educational process, including the effective independent work of applicants for higher education;*
 - Informatization of the educational process, introduction of modern computer software, multimedia equipment, electronic databases, interactive tools for classes, trainings, development of elements of "electronic pedagogy", distance learning, creation of virtual textbooks, workshops, etc.;
 - Providing personality-oriented training for higher education, scaling the use of pedagogical innovative tools (cases, business games, webinars, simulation situations, audiovisual teaching methods, project method, storytelling, interviewing, brainstorming, workshops, modeling, training, etc.);
 - The transition from teaching ready-made messages to learning in the form of problem statement and finding solutions;
 - Development of the practice of participation in the educational process of leading scientists, highly qualified specialists of ministries, departments, organizations, enterprises, banks, etc., foreign specialists for teaching certain disciplines (topics), conducting master classes, round tables, etc.;
 - Improving the system of assessment of higher education through the consistent use of published criteria, rules and procedures, sociological research on the organization and quality of education, determining the level of pedagogical skills of teachers, perception of higher education technologies by students, innovations in educational and methodical support, assessment and diagnosis of their knowledge, etc.;
 - Improving the practical training of applicants for higher education with the formation of competitive professional competencies, the development of dual forms of education, practical training;
 - Modernization of the training and production center with staffing and use of a wide range of modern professionally-oriented information products, databases of real enterprises, visual materials, ensuring participation in the work of representatives-practitioners, coworking;*
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- Ensuring the effectiveness of evening, distance learning and their combination through the development of quality didactic materials;
 - Development of various forms of interactive communication, distance learning;*
 - Increasing academic mobility of higher education seekers and teachers;

- Development of modern science-intensive author's textbooks, manuals, workshops, reference books, encyclopedias, other complex educational materials for all disciplines of curricula by teachers and scientists of the University;*
- Transformation of the library into the University Intellectual and Information HUB with effective use of global information resources, multifaceted book fund, computer network, reference and information apparatus, electronic publications, functioning of discussion platform of communication, information exchange;*
- Providing subscription to licensed information products - electronic magazines, books, databases; access to known academic resources, databases and open access resources; introduction to the practice of acquaintance with library potential through webinars, trainings, videoconferences;
- Improving the system of monitoring and diagnosing learning outcomes, the level of competences, developing a system of "feedback" with all stakeholders in the educational process, involving them in the development, improving the content of educational programs, curricula, disciplines;*
- Compilation and publication on the official website of the University of ratings based on the results of evaluation of applicants for higher education, research and teaching staff; providing them with a stimulating value for development;
- Development of academic integrity, creation of an effective system for prevention and detection of academic plagiarism;
- Scaling of the English-language learning environment; expanding the list and deepening the content of educational programs in foreign languages of instruction.

➤ Development of science and innovation

Goal: integration of science and innovation in the educational process, the University's contribution to the socio-economic development of the country and the world.

Means of achievement:

- Development of the practice of performing applied research in priority areas commissioned by public authorities and business structures;*
- Expansion of international scientific and scientific-technical cooperation on the basis of mutually beneficial and equal cooperation in the field of science,

technology and innovation, expansion of the subject of basic research;

- Creating conditions for the commercialization of research results and innovation, work to intensify the interaction of science and production in order to work closely with businesses to identify their needs for research, widespread implementation of developments in the final production result;
 - Development of organizational, legal and economic mechanism for the introduction of scientific consulting;*
 - Expansion of cooperation with Institutes of NASU of Ukraine, NAAS of Ukraine, ministries, departments, regional state administrations, business structures on joint research, exchange of experience of scientific work, use of scientific projects, carrying out of scientific actions;*
 - Ensuring an increase (per teacher) in the number of publications in international scientometric databases Scopus, Web of Science, journals with impact factor, in domestic and / or international peer-reviewed professional journals, including in order to provide a citation index of teachers;
 - Development of scientific partnership, coverage of the results of joint research with foreign partners through monographs and scientific articles;*
 - Promoting the intensification of inventive activity through the acquisition of patents for inventions; development of international cooperation on issues of intellectual activity; initiating the practice of obtaining security documents for intellectual property rights abroad;*
 - Exchange of scientific information with state structures of executive power, scientific organizations, centers, funds of scientific, technical and innovative development; search for potential investors and stakeholders;
 - Creating conditions for the promotion on the international market of scientific and scientific-technical products by exporting the results of scientific activities of the University, training and retraining of foreign specialists;
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- Stimulating interaction with compatriots engaged in scientific and innovative activities abroad, their active involvement in the implementation of joint research programs and projects;
 - Continuation of the work of scientists to provide assistance to state institutions in the form of participation in the legislative process on improving educational and scientific activities, problems of socio-economic development of the country, providing consulting and educational services;

- Carrying out systematic work on collecting and regularly updating information on research and educational projects at the University that require grant funding, as well as possible sources of funding;*
- Grant activity; increasing the level of competence of research and teaching staff in the preparation of grant applications and support of grants received;*
- Increasing the level of integration into the world and European intellectual space by increasing the number of international projects, created objects of intellectual property, together with enterprises and foreign institutions of higher education, attracting funds from international foundations, institutions, public organizations, etc. to implement research programs at the University;
- Involvement of specialists of academic and branch institutions in the educational process, use of their scientific potential in innovative and scientific activity; creation of joint research centers for the implementation of comprehensive research;
- Formation of innovation structures of different types (science and technology parks, business incubators, small businesses, etc.) on the basis of combining the interests of high-tech companies, science, education, business and the state in order to perform and implement innovative projects;
- Development of a project of a science park on the basis of a training and production center with the realization of the scientific potential of the University in the field of energy-saving technologies of processing of crop, livestock, aquaculture products;*
- Expanding cooperation on the creation of a single scientific information space, the formation of joint creative teams for the implementation of research projects with the support of basic budget funding and other sources;*
- Attracting investors and partners for the implementation of complex research and innovation projects;
- Bringing the performance indicators of specialized scientific councils with the right to accept for consideration and defend dissertations for the degree of doctor (candidate) of sciences to the requirements of the Regulations on

accreditation of specialized scientific councils; accreditation of specialized scientific councils;

- Involvement of leading scientists, highly qualified specialists of ministries, departments, organizations, enterprises, foreign teachers and scientists to teach certain topics, hold master classes, round tables for graduates of the degree of Doctor of Philosophy and Doctor of Science;
- Cooperation with the leading scientific schools of Ukraine by conducting joint research, exchange of experience of scientific work, mutual review of scientific

works, use of joint scientific projects;

- Carrying out systematic work to identify the most talented, trained and motivated for research activities seekers of higher education, their entry into graduate school;*
- Attracting stakeholder scholarship investment in the education of seekers of the first scientific level (PhD); to encourage them to create commercially attractive scientific products by providing wide access and effective communication with the University's partners, providing support in conducting joint scientific activities, developing programs, receiving grants, etc.;
- Development of formed and establishment of new scientific schools in accordance with the specifics of research in the context of the content of educational programs of the new list of specialties;
- Initiation and implementation of large-scale, intersectoral research projects;*
- Identifying and strengthening research commissioned by business structures in new, "niche" segments of scientific topics;
- Preparation of materials for state awards in the field of education, science and others.*

➤ International cooperation

Goal: integration into the world educational and scientific space

Means of achievement:

- Improving the reputation of the University, leadership in education, ranking positions;
- Building strategic partnerships with foreign universities and businesses, to expand research and ensure relationships through knowledge sharing;
- Establishing a new partnership, intensifying and deepening the priority areas of cooperation with existing partners - foreign higher education institutions, establishments, professional organizations;
- Development of systematic work on finding and receiving grants, participation in the implementation of international educational programs and business projects;
- Implementation of international educational programs and long-term cooperation agreements, promoting the exchange of higher education seekers with higher education institutions in Europe and other countries;

- Development of activities with partner universities on double graduation, expansion of the list of practice bases, ensuring the mobility of teachers and students of higher education;
- Intensification of organizational work on expanding the contingent of foreign citizens to study at the University;
- Providing services related to higher and postgraduate education to foreign citizens;
- Organization of preparation of foreign citizens for admission to higher education institutions of Ukraine and persons from among citizens of Ukraine for studying abroad;
- Providing information to the international community about the activities of the University through: official website, social networks, information booklets in English and other languages, participation of representatives in international exhibitions, forums, conferences;
- Expanding the list of measures for integration into the educational and scientific activities of the University of culture of other countries with the wide involvement of higher education seekers.
- Development and implementation of annual programs to deepen the study of English and other languages by higher education students, graduate students and research and teaching staff of the University.

➤ Lifelong learning

Goal:expanding access to higher education for all segments of the population

Means of achievement:

- Active initiative participation in the functioning of the state education system throughout life, development of forms and means of expanding access to higher education for all segments of the population, including those with special educational needs;
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- Ensuring the further development of adult education within the concept of Life Long Learning, adhering to high quality standards;
- Development of a pool of proposals and implementation of innovative educational programs, seminars, trainings, etc. to anticipate the needs of the business environment in the training of competitive personnel;
- Further introduction of the newest information technologies, development of forms of distance learning which will promote maintenance of efficiency of educational process for adult audience of listeners, maintenance of their mobility in work and training;*

- Expansion of the partner network of foreign universities for the development and implementation of joint programs of postgraduate education, internships, advanced training; implementation of international educational projects, grants;
- Development of advanced training programs for civil servants, representatives of various sectors of the economy, education, business; participation in the implementation of training programs and confirmation of qualifications in accordance with the requirements of professional standards (professional passports);
- Establishment of a center for consulting research and educational services to support small and medium enterprises, including conducting trainings, seminars, consultations on effective business management, overcoming the crisis, management development, marketing, advertising, etc.

➤ Development of partnership with stakeholders

Goal: deepening the social significance of activities

Means of achievement:

- Creating systematic interaction with stakeholders for the implementation of social problems and University activities;
- Systematic cooperation with government agencies, research institutions, business, industry, the public to ensure their participation in the formation and conduct of the educational process, the professionalization of educational, educational-scientific programs;
- Diversification of scientific, cultural, and civic contribution to society;
- Prompt response through updating the content of training, adjusting the activities of the University to legislative, institutional, innovative changes and transformations in society;
- Development of public-private partnership. Providing conditions for systematic cooperation with graduates as partners of University activities.

➤ Social responsibility

➤ Transparency of activity

Goal:ensuring social protection of employees and applicants for higher education, social responsibility of the University to individual and collective consumers, society, and openness of activity.

Means of achievement:

- Increasing the level of social protection of employees, the degree of freedom, social responsibility of the University to individual and collective consumers, society, the public, employees;
 - Implementation of the program aimed at achieving social goals to ensure timely payment of wages, improving the system of moral and material incentives for employees and students, support for those in dire need, labor protection, infrastructure development, etc.;
 - Ensuring the transparency of procedures for enrollment and graduation, employment, admission to graduate school, doctoral studies, awarding titles, recommendations for honors and awards;;
 - Formation of an open systemic dialogue of the administration with all members of the team, students;
 - Interaction with the trade union organization of employees and applicants for higher education of the University on the formation and implementation of the Collective Agreement. Support and assistance in the development of student self-government bodies;
 - Support for the activities of the Supervisory Board of the University, public control;
 - Publication on the official website, information stands and in other ways of the information on all aspects of the University, realization of rights and fulfillment of obligations;
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- Development of corporate information and communication channels (official website, ‘University and Time’ newspaper, ‘University Magazine’, periodicals, other information sources);
 - Expanding and increasing the efficiency of the University's representation in social networks;
 - Supporting the functioning of an environment free from extortion and bribery, academic plagiarism, abuse of administrative position, favoritism, protectionism, etc.;
 - Stimulating the dissemination of knowledge about global social responsibility;

- Supporting initiatives and development of activities aimed at preserving the environment, promotion of resource and energy-saving technologies in all types of life among team members and graduates.;
- Initiation and development of social interaction of everyone interested in the activities of the University.

➤ Creating conditions for personal development, realization of abilities and talent

Goal: formation of a harmonious personality, well-being and competitiveness of higher education seekers

Means of achievement:

- Formation of universal values, culture, spirituality, patriotism, healthy lifestyle and ethical behavior of higher education students;
- Education of a person who is aware of his belonging to the Ukrainian people, modern European civilization, is guided by the realities and prospects of socio-cultural dynamics, prepared for life and work in a changing world, socially and environmentally responsible;
- Formation of a modern worldview in young people, the development of creative abilities and skills of independent scientific knowledge, self-education and self-realization of the individual, a healthy lifestyle;
- Popularization of legal culture, education of higher education students in the need for active counteraction to anti-social behavior, delinquency, lack of spirituality, cruelty, plagiarism;
- Further spread of the volunteer movement, charity and mercy among higher education seekers; support for orphanages, boarding houses, donations, participation in charity events.

➤ Development of material and technical base and social sphere

Goal: providing favorable conditions for education, life and work of higher education students and employees, creative development

Засоби досягнень:

- Concentration of financial and material resources to ensure priority areas of activity;
- Ensuring efficient use of materials, energy resources, safety and reliable operation of buildings, structures and utilities, re-equipment and technical equipment with more efficient control and energy-saving devices, reconstruction of heating systems;

- Providing research with analytical equipment and instruments; arrangement of new educational and scientific laboratories, modernization of existing ones;
- Development and improvement of sports and recreation facilities by repairing and technical equipment of existing facilities;*
- Implementation of professional and labor education with the formation of higher education students' conscious attitude to learning as the main form of employment during their stay at the University, respect for state property, compliance with norms and rules of living in dormitories, participation in landscaping activities;
- Preventive and health education in order to prevent the emergence of bad habits in higher education students; providing psychological support for education, stressful situations; involvement of young people in creative, physical culture, leisure and cognitive activities;*
- Implementation of measures for the development of higher education students as a harmonious personality: artistic and aesthetic education of higher education seekers on the basis of their involvement in creative circles, thematic evenings, creative and intellectual competitions, games, debates, meetings with creative personalities, visits to museums, theaters, exhibitions etc;*
- Expansion of the network of sports and health sections, intensification of sports clubs, holding University Games; continuing to equip gyms, creating and equipping new areas for sports;
- Development of high-level sports, creation of favorable conditions for trainings, carrying out of competitions, providing with sports stock;
- Intensification of interaction and assistance to student self-government bodies in the exercise of their powers in accordance with the Law of Ukraine "On Higher Education";
- Creation of necessary conditions for realization by participants of educational process of their abilities and talents; development of cultural and artistic centers and events;
- Preservation and increase of moral, cultural, scientific values and achievements of society; raising the educational and cultural level of citizens;
- Improvement of sanitary and hygienic working conditions due to the reconstruction of the air conditioning system, repair and technical re-equipment of educational and office premises;*
- Upgrading the computer support of classrooms and workplaces for teachers, employees and graduates;*

- Modernization of the training and production association and other existing ones, creation of new institutions for catering for employees and applicants for higher education, expansion of household services; *
- Carrying out repair and installation works of heating systems, roofs, engineering networks of educational buildings and dormitories;
- Repair and furnishing of residential and other premises in dormitories;
- Overhaul of buildings, training and production complex;
- Modernization of technical equipment of lecture halls;
- Reconstruction of the buildings of the recreation center "Xenia" and landscaping of the surrounding area;
- Carrying out repairs, technical equipment of the auditorium fund in accordance with the annual plans for repair and construction works.
- Improving the architectural and landscape view of the University campus; facing, landscaping of the territories adjacent to housings and buildings.
- Creation of financial and economic mechanisms for resource provision of the University activity in case of temporary complication of revenues from the provision of educational services.
- Design, logistical support for the creation and operation of the University Science Park.

** Note: implementation requires the development of an action program / action plan*

EXPECTED RESULTS

The implementation of the Strategy will significantly increase the academic capacity, organizational capacity of the University to implement its mission, vision, core values, legal principles and statutory objectives.

The main activities of the University will be harmonized (balanced): basic and applied research, experimental development, training of higher education at all levels of education, advanced training, innovative activities for the introduction of scientific achievements, scientific and methodological examination of educational content, education legislation etc.

At the University level, strategic management, governing, collective / team style and project approach are constantly improved, network optimization is carried out, organizational integrity and corporate culture are ensured, the composition and professional competencies of management, scientific and scientific-pedagogical staff are improved, a new generation of scientists is formed, sources are diversified and financing is stabilized, infrastructure and informatization of the main activity are

improved.

Indicative annual indicators of the University's development are given in the Appendix.

**Approximate annual indicators
Development
of Stepan Gzhytskyi National University of Veterinary Medicine and
Biotechnologies Lviv**

<i>N^o</i>	<i>The Name of the Development Indicator</i>	<i>Indicator</i>
1. Quality of research and development and effectiveness of their implementation		
1.1	The average index of citations of scientists	
1.2	The average impact factor of scientific publications	
1.3	Number of publications of the University that are included in scientometric databases	
1.4	Number of innovative developments of the University scientists	
1.5	Number of organizations of Ukraine in which the actual implementation of research and development results took place, which led to a specific innovation	
2. Influence on the state educational and scientific policy and public opinion on the decision of actual problems of humanitarian sphere of a public life		
2.1	Number of normative-legal acts adopted on the initiative / participation of University experts	
2.2	Number of programs, reports, speeches in the media about the activities of the University	
2.3	Number of publications about the University's activities in the print media and the Internet	
2.4	Percentage of non-government funding	
3. Research potential of scientists		
3.1	Average age of staff	
3.2	Percentage of full-time employees by main place of work	
3.3	Percentage of heads of scientific subdivisions of subordinate scientific institutions and the University with the scientific degree of Doctor of Sciences under the age of 45	
3.4	Percentage of heads of scientific subdivisions of subordinate scientific institutions and the University with the scientific degree of Doctor of Sciences aged 45-60	
3.5	Percentage of Doctors and Candidates of Science from the total number of scientific staff by main place of work	

<i>№</i>	<i>The Name of the Development Indicator</i>	<i>Indicator</i>
3.6	Percentage of Candidates for the Degree of Doctor of Philosophy and Doctor of Science from the total number of researchers at the main place of work	
3.7	The average value of the competition for admission to graduate school / doctoral studies	
3.8	Number of postgraduate / doctoral students who defended scientific work	
3.9	Number of specialized scientific councils and specialties for which dissertations are defended	
3.10	Number of scientific schools	
4. Competitiveness, image in society and educational and scientific space		
4.1	Number of publications in foreign publications (including conference proceedings)	
4.2	Percentage of publications in foreign publications (including conference proceedings) of the total number of publications of the University staff	
4.3	Number of publications in English and other languages	
4.4	Percentage of publications in English and other languages out of the total number of publications of the University staff	
4.5	Number of publications in periodicals included in scientometric databases	
4.6	Percentage of publications in magazines included in scientometric databases	
4.7	Number of publications of the University founded with foreign partners	
4.8	Number of structured doctoral programs with double degrees (together with foreign partners)	
4.9	Number of international educational and research projects	
4.10	Number of scientists - members of foreign academies, international scientific societies	
4.11	Number of scientists participating in international expert activities	
4.12	Number of scientists who went abroad for internships, training, advanced training, teaching, research	
4.13	Number of foreign publications in which scientists participate as reviewers	
4.14	Number of scientific events organized jointly with foreign partners	

<i>№</i>	<i>The Name of the Development Indicator</i>	<i>Indicator</i>
4.16	Number of laureates of State Prizes in the field of science and technology, education, etc. among the employees of the University	
4.17	The number of received state scholarships to outstanding scientists	
4.18	The number of received scholarships of the Verkhovna Rada of Ukraine for the most talented young scientists	
4.19	Number of received scholarships of the Cabinet of Ministers of Ukraine for young scientists	
4.20	Number of received annual awards of the President of Ukraine for young scientists	
4.21	Number of received awards of the Verkhovna Rada of Ukraine to the most talented young scientists in the field of basic and applied research and scientific and technical developments	
4.22	Number of received awards of the Cabinet of Ministers of Ukraine for special achievements of youth in the development of Ukraine	
4.23	Number of received state awards in the field of science and technology	
4.24	Number of received State awards in the field of education	
5. Implementation of research results and experimental developments		
5.1	Number of published scientific, educational, scientific-methodical and methodical works based on the results of research	
5.2	Number of textbooks and manuals	
5.3	Number of scientific, educational, scientific-methodical and methodical works published jointly with pedagogical workers of domestic and foreign educational institutions	
5.5	Number of experimental sites / bases	

Note: If necessary, changes may be made to the list of indicative annual development indicators.

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