

STRATEGIC GOAL 7

Establishing an adaptive management system for the university, adequately addressing its new tasks in terms of organizational structure and personnel provision

The implementation of the university's development strategy and its scale necessitate the need to improve management effectiveness and bring about systemic changes, particularly in the organization of innovation management and the implementation of a continuous quality improvement-based management model. The sustainable development of the university, an atmosphere of success and improvement, also requires constant transformation of the management system, organizational flexibility in forecasting and responding promptly to changes in the competitive global environment, the application of new forms of change management, managerial innovation, and managerial effectiveness, as well as broader involvement of learners and employees at all levels in the management processes. To accomplish the objectives of the strategy, an appropriate organizational culture, ethics of managerial activities, a creative collaboration atmosphere, and trust are necessary.

Uzhhorod National University is a large and branched structure, and its effective functioning is not possible with a rigidly centralized management system. It requires a distribution of responsibilities along the vertical hierarchy, a significant expansion of autonomy, while simultaneously increasing accountability and demands. The embodiment of the principle of "as little centralization as possible and as much as necessary" calls for an appropriate management model with the development and implementation of conceptual and methodological policies that define the institutional, organizational, and personnel components of quality management, along with the corresponding organizational approaches.

Therefore, the main strategic goal is to rationalize and streamline the management of UzhNU, creating an economic environment that will lead to positive motivation for the university's components, its employees, and students.

The implementation of the Strategy for 2023-2032 will be carried out by optimizing management processes, balanced structural changes through:

- Combining collegial and hierarchical principles, strengthening the role of the Academic Council as a collegial governing body of the university.
- Conducting an audit of all management processes within the university and optimizing the structures of existing departments by delineating and balancing functions and responsibilities among them.
- Enhancing collegiality in university management and increasing transparency in decision-making.

- Developing an action plan for the implementation of the University Development Strategy based on successful management principles, introducing the principles of moderation and mediation to ensure effective teamwork, prevention, and resolution of conflicts.

- Improving interaction with executive authorities, employers, and charitable foundations to involve them in the university's funding.

- Increasing autonomy of educational and scientific institutes and faculties in personnel policies, as well as in the provision and implementation of new forms of educational, scientific, research, and innovative activities.

- Strengthening the collaboration between departments and student self-governing bodies, influencing and holding students accountable for decision-making and implementation.

- Exercising university management based on corporate culture, which includes:
 - *decision-making balance;*
 - *effectiveness of decision implementation: task delegation, function allocation, systematic control;*
 - *competence of performers;*
 - *personal responsibility and initiative.*

- Creating an effective personnel management system, the main tasks of which should include conducting audits, recruiting highly qualified professionals, providing their training, development, evaluation, and designing employee incentive programs.

Revitalization of creating education and research and innovation platform for regional development within the knowledge triangle needs of the **university changes and additions to the organizational strategy of the university-integrator and additional measures to improve the efficiency of the existing innovation infrastructure of the university. They include, in particular:**

- ***in the short term (with a term of 1-2 years):***
 - Modernization of innovative infrastructure UzhNU as university-integrator such its components as an educational innovation of specialized departments, support innovation and protection of intellectual property, the regional distribution of the fruits of labor and income generated, multi-channel investment in experimental research and production capacity;
 - Distribution of horizontal linkages between university departments relevant competence in a project organizational structures;
 - Preparation and implementation of programs of «spin-off» academic enterprise side businesses and small innovative companies;
 - Appropriate adjustment and reorientation of forms and methods of research department, international department, business centers, career development

- and innovation, the Science Park of technology transfer centers, contact points and other subdivisions;
- University education agency to attract investment from the marketing department of research and development as a leading tool search engine sources of funding projects based on international grants, programs of international financial technical assistance, investment and venture capital and preferential loans, including for joint regional development projects implemented in the framework of regional integration strategy;
 - The creation of a business incubator and entrepreneurial club UzhNU for the formation of student and academic start-ups and their further advancement in the economy of the region and state competitions of business ideas and business forums of communication with business mentors from among the practitioners of innovation and other business;
 - Working out an effective system to inform the participants of integrated regional platform for science and technology programs of national and international funds investors;
 - Revitalization of existing and creation of new councils, associations, clubs rectors, principals and deans of faculties of universities III-IV and the I-II levels of accreditation for consolidation educational and innovation space around the priorities of regional development and its own modernization, harmonization of interests and drafting of cooperation and distribution of results the transfer of educational and scientific products to regional and other needs;
 - Activation of networks of informal contacts representatives of scientific, educational and business community-based association of graduates of the university and its faculties;
 - Making appropriate changes to the rating system of scientific and pedagogical staff (according to performance criteria);
 - Motivation of scientific and pedagogical and other categories of staff involved in the development of regional platforms, with funds generated in its programs.
- ***in the medium term (with a term of 2-5 years):***
 - Continuous search for and adapt to the needs of realization of the role of National University - Regional integrator most appropriate legal form of innovation (business) of higher education according to the progressive trend embodied in the Law of Ukraine "On Higher Education";
 - Continuing transformation of the economic mechanism of functioning of the university as an integrator of regional knowledge economy and innovation with great potential international and cross-border cooperation;

- Pilot tests and analysis capabilities that create such different degree of concentration of powers, resources and responsibilities types of integration structures as a regional association of educational and research institutions of different levels, regional university teaching and research District, National University with the status of the integrated public innovative educational corporation and preparation of proposals to the government agencies for their use in the region.

Implementation of these and other steps will mean a transition to a package of management measures ‘design-oriented university’, used in higher education methods of strategic management oriented to intensifying interaction with external financial and economic, industrial, scientific in-educational, governmental and socio cultural structures canonical add organizational bases of universities as scientific and educational schools of dynamic organizational subsystem that flexibly responds to changes in the external socio-economic environment.

Following the principles of innovation will allow the traditional university system and fully restructure organizational management in accordance with the requirements of the market economy and modern management methods and technologies.

The structure of innovative and comprehensive system of university management must meet a number of specific requirements and provide:

- functional completeness and integrity of innovative university in terms of species diversity and activities. Without functional completeness structure of the university is unable to provide the required level of quality and efficiency of the processes implemented;
- unity of scientific, educational and innovation for the most favorable conditions for the establishment and development of creative personality, scientific and educational communities, effective interaction with the environment;
- fullness of the life cycle of processes in the major university - education, research and innovation. Completeness implemented stages of the life cycle improves the performance of scientific and pedagogical staff, better meet the quantitative and qualitative terms the main requests of relevant markets to experts, the new knowledge, methods, equipment, technology;
- specialization departments within universities and professional educational programs, research directions and stages of innovation to create highly creative environment;
- interaction and cooperation of specialized units for university educational process, implementation of comprehensive research, innovation,

- openness and flexibility of the innovative structure of the University, which provides, on the one hand, the possibility of its development and adaptation to new conditions on the principles of self-organization, on the other - the possibility of individual freedom of choice (student, teacher, researcher) educational trajectory and activity;
- Innovative University of interaction with actual environment, domestic and foreign major specialized markets, industry, research organizations, business and government officials;
- multi discretionary funding base of innovative university in terms of battery life;
- Information-analytical service management of the university, the implementation of strategic planning transformation of universities;
- support graduates 'education for life' to support their expertise in socially significant level.
- legal protection of intellectual property innovation University;
- Formation of university innovation infrastructure;
- Conduct market research major core markets;
- the implementation process of introspection, self-esteem and self-certification of the University;
- enhance the role of public institutions in the management of the university while maintaining a strong core administration;
- harmonization of the control system with the principles of total quality management.

Uzhhorod National University possesses a strong and highly qualified personnel potential, which consists of experienced Doctors of Sciences, professors, Candidates of Sciences, PhD, and associate professors. The university engages highly skilled professionals in the fields of economics, cutting-edge computer technologies, law, international business and relations, and healthcare, representing leading higher education institutions, research institutions, and other establishments in Ukraine and abroad.

As of 2022, the university employs 1252 scientific and pedagogical staff members in their primary positions, including 177 Doctors of Sciences and 696 Candidates of Sciences, PhD. Additionally, there are 250 individuals who work part-time, including 30 Doctors of Sciences and 98 Candidates of Sciences, PhD. The percentage of Doctors of Sciences is 13.8%, while the percentage of Candidates of Sciences and PhD is 52.9%. The faculties with the highest percentage of highly qualified personnel are the Faculty of Economics (89%), the Faculty of Biology (88%), the Faculty of Mathematics and Digital Technologies (85%), the Faculty of Physics (83%), and the Educational and Scientific Institute of Chemistry and Ecology (97%).

The main types of professional development at UzhNU are:

- licensed programs for formalized qualification enhancement of pedagogical and scientific-pedagogical staff in the fields of e-learning tools and distance learning technologies, as well as innovative pedagogical practices.
- short-term qualification enhancement programs in various areas, including internships, specific modules of formalized qualification enhancement programs, educational-methodical seminars, seminar-trainings, roundtable discussions, and more.

The selection and appointment procedure for vacant positions of academic staff is carried out through a competitive process in accordance with the **Law of Ukraine "On Higher Education" and the Procedure for Competitive Selection for Filling Vacant Positions of Academic Staff and Signing Employment Agreements (Contracts)** at Uzhhorod National University, approved and implemented by the order of the Rector. In this regard, the university adheres to the following principles: competence of the teaching staff, high qualification and professionalism, active involvement in scientific and educational-methodical work.

It is worth emphasizing that one of the primary resources of an innovative economy is the human potential in science, education, and high-tech production sectors. Therefore, the key role of research and enhancing the quality of training for highly qualified personnel, particularly young scientists, is emphasized. Addressing this issue requires close collaboration between science and education.

There is a general trend of skilled professionals leaving the country, especially against the backdrop of Russia's military aggression against Ukraine, resulting in one of the highest rates of "brain drain" in the world. Consequently, the best and most promising young scientists are leaving the country. Additionally, a significant portion of young researchers within Ukraine abandon scientific activities and pursue careers in other sectors of the country's economy, which is also an important reason for implementing reforms in this field.

Thus, UzhNU also requires significant reform of the system for training highly qualified personnel, taking into account international modernization trends.

The foundation of the personnel policy should be based on the principles of targeted support for the most productive scientists, genuine competitiveness in filling vacant positions, and incentivizing specific research outcomes. This should be implemented both within the framework of individual university contracts for research work and through the introduction of a new compensation system for the faculty, which entails greater differentiation.

To rejuvenate and renew the staff, a special support program for scientific activity of young researchers and teachers should be implemented. UzhNU should enter the international labor market for scientists by attracting the best global experts to work with them. Special attention should be given to the updating of scientific supervision practices, including the involvement of students in research work.

Staffing innovation sphere should be based on the following principles:

- include education and training in innovation and production processes;
- continuous training and skills development that integrated production system of innovative products;
- focus on the training of highly qualified and highly intellectual professionals, system managers of innovation;
- constant focus on generating advanced scientific and technical ideas and identifying ways and methods of their implementation in innovation;
- orientation training to manage the social and psychological aspects of innovation;
- UzhNU cooperation with companies that implement innovative projects, their joint activities in the field of commercializing innovation, testing innovation managers acquired skills.

Taking into account the above, the priority directions for the development of the university's human resources potential are:

- enhancing the qualifications of the faculty;
- involving scientists from research institutions and organizations of the National Academy of Sciences of Ukraine, national sectoral academic academies, and academic and research staff from higher education institutions in the educational process and scientific research at the university through labor agreements for the implementation of educational activities, textbook preparation, educational materials, educational programs, and higher education standards;
- establishing regional doctoral schools based on multiple higher education institutions and research institutions to ensure the full functioning of doctoral programs;
- developing a new concept and methodological support for student internships;
- developing a new model of strategic partnership with employers and ensuring employment for graduates;
- implementing teamwork within the framework of academic management at the university, with increased involvement of deans of individual faculties

and heads of other departments in university processes for the overall benefit of the university;

- creating an economic environment with motivational incentives for all levels of the university, all staff, and students, utilizing funding potential from multiple sources;
- actively promoting the individuals working at the university and their achievements among the academic, professional, and wider public communities.

Staff potential development:

- Number of young scientists (specialists, teachers) with other organizations that have passed retraining or training for the priorities of universities per 1 teacher worker.
- The proportion of teaching staff and engineering staff in the age groups 30 to 49 years.
- The proportion of teaching staff with the degree of Doctor of Science and PhD.
- The proportion of graduate students and teaching staff that have been trained in leading scientific and university centers.
- Number of specialized councils for awarding the degree of Doctor of Science.
- Number of specialized councils for awarding the degree of Candidate of Sciences.
- Total number of seats postgraduate and doctoral studies
- The effectiveness of post-graduate and doctoral studies.