

STRATEGIC GOAL 1

Ensuring the innovative orientation of education, its transformation in the context of modern challenges and trends, training competitive specialists, achieving the status of an educational leader in Ukraine and the Carpathian region

Educational and scientific activity at UzhNU is based on the provisions of the Laws of Ukraine ‘On Education’, ‘On Higher Education’ and other normative legal acts of Ukraine and the European Union.

The student body of Uzhhorod National University (including the bachelor's, master's and specialist degree programs), as well as the Natural sciences and Humanities vocational College of the university (with the degree of ‘vocational junior bachelor’, educational and qualification level ‘junior specialist’), **amounted to 16,477 students** as of December 31, 2022 according to forms of education and financing.

The licensed volume by levels of higher education in 2022 is as follows:

- At the first (bachelor's) level of higher education - 4,635 individuals per year.
- At the second (master's) level of higher education - 2,457 individuals per year.
- At the third (educational and scientific) level of higher education - 277 individuals per year.

The reform of the education system in Ukraine towards integration into the European educational space involves the development and implementation of innovative educational systems and technologies.

Digitalization is one of the important factors that impact society and requires readiness for digital transformation of the learning process, designing individual trajectories, and organizing self-education.

Google Workspace for education, Microsoft and Moodle are used to ensure the educational process at Uzhhorod National University.

Google Workspace for Education: Teaching and Learning Upgrade license became a relevant bonus within the framework of cooperation between the Ministry of Education and Google. It provides a number of advantages, including the ability to record video in Google Meet; creating a survey during an online meeting; the function of dividing participants into subgroup sessions for discussion; questions and answers during the online meeting; attendance tracking and automatic saving of information about the meeting.

Gmail, Meet, Drive, Chat, Classroom and other services are actively used in the educational process.

When developing the university's strategic development plan, it is important to prioritize strengthening the practical aspect of education to prepare graduates for their future

professional lives. Faculties should design educational programs aimed at fostering collaboration between the university and the external world. It is crucial that these programs align with students' interests and provide the necessary experience for their future work.

The crisis phenomena in higher education in Ukraine, resulting from Covid-19 and the migration-demographic challenges caused by Russia's aggression against Ukraine, require the implementation of a systematic, long-term development strategy for UzhNU, primarily focusing on educational and scientific activities. This strategy aims to ensure the training of competitive professionals for Ukraine as a whole and specifically for the Transcarpathian region. **It necessitates transforming the traditional university into an innovative institution that guarantees European-quality education and incorporates the conceptual foundations of a research and innovative university. This represents the long-term strategic goal of UzhNU for the period of 2023-2032.**

Conceptual development direction innovation component of the educational activities of the university is the creation of innovative education-based non-traditional educational and technological solutions, using the ideas and principles of the new high-tech educational technologies that provide significant efficiency and quality of educational work and student learning.

The strategy of UzhNU in the field of creation, implementation and use of educational innovations in 2023-2032 will be implemented in five main areas:

- **First** – strengthening the theory and practice of education-centered paradigm rezultatnyh competency-based approach that provides guidance not to transfer knowledge, constantly obsolete, and on mastering basic competencies that allow in the future to acquire knowledge independently.
- **The second** – improving the quality of education by upgrading the educational process, new training materials using new technologies, availability of teaching materials, quality control systems of education.
- **Third** – optimization of costs of the educational process by reducing the burden on the classroom teacher (increasing the proportion of its work on educational materials), the cost of publishing and updating training materials.
- **Fourth** – raising the general cultural and educational level of students through the effective training of students and increasing the knowledge base of future students, training teachers on new educational technologies.
- **Fifth** – raising the prestige of the university and competitiveness in domestic and international education market.

Ensuring European quality of education and further integration into the global educational environment will be implemented at the university through the achieve-

ment of the declared strategic goal, which entails the fulfillment of the following key tasks:

- Utilizing national qualification frameworks in the processes of development, assessment and recognition of educational programs.
- Developing a methodology for positioning university educational programs within higher education in Europe.
- Aligning the content of university study programs with foreign higher education institutions (partners), increasing the number of programs developed in collaboration with them and based on their experience.
- Developing tools for designing educational programs based on an integrated competency-based approach.

In this context, it is important to note that according to the Law of Ukraine ‘On Higher Education’ (Clause 3, Article 29), Uzhhorod National University has the right to conduct training of specialists within experimental educational programs, namely:

- *Directing the educational program towards the formation of competencies relevant to the labor market by involving employer expert councils in shaping the content of educational programs and curricula.*
- *Modernizing the content of educational programs based on self-assessment results for the bachelor's and master's degrees and practical experience gained through the implementation of relevant grant projects.*
- *Comparing the content of programs with programs of other higher education institutions, especially foreign institutions that are leaders in the market of educational services.*
- *Shifting the focus from the quantity of educational programs to ensuring their guaranteed quality, revising the development of a new generation of innovative curriculum disciplines that combine fundamental and applied components of learning content, particularly through strengthening the scientific and theoretical orientation of professional disciplines.*
- *Reforming the content of educational programs (introducing a modular system, semester structure with a new assessment system) in response to changes in the content of educational disciplines and strengthening interdisciplinary interaction.*
- *Improving the selective component of study plans.*
- *Developing competitive educational programs and advanced modules for specialists in partnership with leading domestic and foreign universities.*
- *Creating a new generation of interdisciplinary research-based educational programs.*

- *Establishing interdepartmental specializations and certificate programs to facilitate mobility within the university.*
- *Updating the educational and methodological support of the learning process.*
- *Implementing a flexible system for adapting educational programs to both labor market conditions and the personal needs of learners.*
- *Programs that involve reducing classroom work and increasing independent study, particularly as a factor in **lifelong learning**.*
- *Software for creating a technological and infrastructural platform for the implementation of e-learning and distance learning tools at all levels and forms of education.*

The strategic development plan should also include:

- Development of educational and methodological complexes that provide comprehensive, unique and in-demand products characterized by task and educational technology flexibility, adaptability and content variability. Transition to a three-tier higher education system and providing the opportunity to switch to a three-year bachelor's degree in fields where it does not compromise the quality of preparation within the first year of 12-year school completion. Transition to a two-year master's program and a four-year doctoral program in accordance with the Law 'On Higher Education'.
- Strengthening ties with employers, improving practical training for students, and promoting volunteer activities, which should be considered during internship assessments.

The essence of innovative technology – implementation in practice tested during the pilot of new models and methods that increase the effectiveness of the educational process, organic combination of evidence-based content and organizational forms of activation of educational activity of students.

Objectives of innovative technologies:

- purposeful formation of knowledge and methodological culture of students;
- development of creative (creative) abilities and personality traits of students;
- self-promotion of students.

Modern innovative educational technology, unlike traditional, characterized in that:

- enrich the learning process through the introduction of active, analytical, communication training facilities;

- provide a link theory and fundamental approach to the science and practice of applied research;
- changing the definition of teachers and students of educational activities;
- modern form competence of future professionals who meet the requirements of the labor market;
- ensure the establishment of analytical, organizational, project, communication skills, develop the capacity for decision-making in atypical situations, the ability to build their own educational programs;
- resource for changing the educational content and structure of the educational process in accordance with international requirements;
- targeted to promote the creativity of students, etc.

Achieving the strategic goals will be ensured via introduction in UzhNU such groups of technologies:

- structural logic technology relating gradual organization of training, selection of content, forms, methods and means of education at every stage. This particular technology of competencies (achievement demanded labor market competences) and assessment of readiness of graduates to the profession; credit-module and module-rating system;
- integration of technology providing interdisciplinary integration of knowledge and skills of different activities. This type of technology owned by problem-oriented interdisciplinary approach;
- technology group and project training covering business and role-playing, simulation exercises, practicing certain algorithms solving practical situations (brainstorming, debates, case studies);
- technologies of active (interactive) learning, including methods such as lectures, discussions, "brainstorming", debates, workshops, IC technology.

Innovative development of the university in the field of information process for teaching and learning involves the implementation of basic tasks :

1) Computerization of the learning process includes:

- Introduction of modern teaching methods based on new information and communication technologies;
- Further extension technologies E-learning for all studies, training, professional development, the approach to the format of "information", "email" training, implementation of programs OCW (resource open electronic teaching materials);
- The use of computer technology to monitor and analyze the quality of knowledge;
- Development and testing of automated training courses;
- Creation of the Media Center training courses for independent study;

- Support for new forms of education through distance learning and the development of new forms of obtaining knowledge;
- Ensure the availability of at least 75% of study programs for full-time distance form the educational process, distribution of distance learning, remote presentation material form in Ukrainian, Russian and English, etc;
- Development of institutional repository of the University;
- Connection of specialized periodicals university with international scientometric databases.
- Improving the educational information portal of the University for the purpose of information support of independent work of students, current and final control of knowledge, organization of distance learning;
- The introduction of permanent survey of users of services, the organization of electronic questionnaires;
- Organization of permanent courses of computer literacy of teachers using distance learning technologies, certification of e-learning courses on the results of training of scientific and pedagogical staff;
- Courses for the best multimedia presentation of lectures, the best eLearning;
- The organization of access to public information and policy-University of publication;
- Development and introduction to teaching staff of the University competence standard information concerning ownership and effective implementation of the learning process of information and communication technologies;
- The introduction of "antyplahiat" qualifying works for all levels;

2) Forming of unified information environment:

- Creation of WEB-specialized educational services;
- Development of WEB-site university and faculty, improving distance education technologies based on virtual learning in online, videoconferencing, Internet seminars;
- Creation of an information platform sharing knowledge "electronic university" to allow students to use their own computing devices in the classroom;
- Improvement and implementation of new modules management of educational activities ("Dean's Office", "Department", "Institute" etc.).
- Organize regular courses for teachers of the University of Information Technology;
- Development of geographically-distributed organizational structure advisory support distance learning (on-line studio, local centers of distance education) both in Ukraine and abroad;

3) Introduction of automated information retrieval library systems that include:

- The development of electronic formation of library collections, electronic catalog of books and periodicals library;
- Providing access to digital media, national and international digital library, research and information assets;
- Introduction of new software and hardware preparation of printed and electronic publications published by the University;
- Expanding access for students, researchers and teaching staff to educational and scientific information resources via the Internet;
- Development of mechanisms for protection of intellectual property and information security.

The implementation of these educational goals at UzhNU is possible through the implementation of the conceptual principles of a research and innovative university, which will ensure a European level of education in training competitive professionals. Therefore, alongside other tasks, it is necessary to ensure stable innovative transformation of the content and forms of education, aligning the educational process within the university with the modern conditions of a dynamically evolving labor market, and fostering the development of contemporary competencies among students.

Criteria of efficiency of innovative educational activity:

1. The share of people enrolled in the university for the priorities of the university, the total number of students.
2. The proportion of graduates employed by specialty (including those trained by the priorities of universities).
3. The number of persons accepted to graduate school and doctoral studies with other organizations in the priority areas of development.
4. The presence of new educational technologies.