

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
TERNOPIL VOLODYMYR HNATIUK NATIONAL
PEDAGOGICAL UNIVERSITY

“Approved”

Rector _____ V. P. Kravets
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DEVELOPMENT STRATEGY OF EDUCATIONAL, SCIENTIFIC AND
INNOVATION ACTIVITY OF TERNOPIL VOLODYMYR HNATIUK
NATIONAL PEDAGOGICAL UNIVERSITY
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INTRODUCTION

University, like other Higher Education Institutions, on the threshold of the post-industrial civilization did not sidestep serious challenges of social development: globalization of all socio-economic processes; radical transformation of labor markets; emergence of fundamentally new technologies and educational service providers; competition at the regional, national, European and global levels; change of functions, place and role of universities in modern society, etc. It is impossible to take an active part in shaping the development tasks of the rising generation according to the Law of Ukraine "On higher education", other legislative acts and normative documents of the Cabinet of Ministers and Ministry of Education and Science of Ukraine, and to ensure the preservation and strengthening of the high university's status at regional, national and international levels, without introducing a program-oriented approach to the planning of its activities and development. Design of Strategy is caused by the need for radical changes aimed at improving the quality and competitiveness of education, solving the strategic tasks facing the university in the new economic and socio-cultural conditions, integration of Ukrainian education to the European and world educational space. Further development of the university requires a clear definition of the mission of the educational institution, defining long-term priority tasks, activities in a new socio-cultural context.

The Strategy aims at:

- defining the strategic trends of the University's development at the beginning of the 21st century, priority tasks and ways of their solution;

- directing scientific and pedagogical potential of the teaching staff, coworkers and students to a well-coordinated creative work;

- familiarizing the general public with the priorities of the University;

- helping the university managers and its units to make effective managerial decisions in specific situations of educational, scientific, educational, personnel work.

The mission of the University is to:

- create conditions for university students to acquire quality, competitive higher education in accordance with the requirements of the labor market of modern postindustrial, information society;

- train highly professional, morally persistent, patriotic professionals able to work effectively and study throughout life, through the implication of their self-systematic educational, research, civic activities and quality teaching and educational work, thorough scientific investigation of scientific and pedagogical staff;

- ensure personal development of all participants of the educational process (students and staff) taking into account their individual needs and abilities based on the principles of humanization and humanitarization, individualization and differentiation;

- preserve, disseminate and develop the values of Ukrainian and world culture, to promote spiritual development of participants in the educational process.

In the specification of its mission, the university takes into account the fact that high-quality education is the guarantor of the future employment of its students, and the guarantee of quality of education – the University profile. Therefore, specialties of the pedagogical profile will be of priority.

However, to survive in complex demographic and socio-economic conditions, to preserve the scientific, pedagogical and logistical potential and prospects of

development of the University it is crucial to increase its competitive regional educational services market, through training experts in non-pedagogical spheres as well. Therefore, the university will continue to implement quality education of specialists in those specialties of other fields, which are interconnected with pedagogical specialties in the part of the contextual component of basic training, and of which the logistics and staffing meet the requirements of license terms and other regulatory documents of Ministry of Education and Science of Ukraine.

The TNPU mission is implemented on the principles of university autonomy, democracy and responsibility with the understanding that education is the basis of development of every citizen, nation and state, guarantee of Ukraine's future. Education is the determinant of political, socio-economic and cultural life of society, a strategic resource to improve people's welfare, provide national interests, strengthen the credibility and competitiveness of state in the international arena. Implementation of the University mission requires its high image and positioning, which is expressed in:

- preserving and strengthening the leading role of the university in the system of national pedagogical education;

- openness of the university, its active integration into the world information space, membership in international educational organizations;

- full participation of the university in the Bologna process, joining the single European educational and scientific space;

- embodying humanistic ideas in all sorts, providing university status as a corporation of people who prefer spiritual values, culture and science;

- preserving, multiplying and promoting university cultural traditions through the image, career guidance, cultural and educational events;

- transforming the university into an intellectual, cultural, pedagogical-educational center of the region;

- ensuring open and tolerant communication of teachers, coworkers and the university students;

- development of PR-activities and journalistic activity, interaction with the mass media, productive publishing activity.

In its daily activities the university adheres to the following basic principles:

- standardization– the use of the normative documents in work: Laws of Ukraine “On education”, “On Higher Education”, “On scientific and scientific-technical activity”, the University Statute, other normative documents of the university and the profile ministry, Cabinet of Ministers and the Verkhovna Rada;

- mobility – rapid response to the requirements of the customer of educational services and labor market, strategic and tactical changes in the system of training, innovation in education;

- comprehensiveness – best possible realization of all activity directions (educational, organizational, methodical, scientific, educational, etc.) on the basis of health saving approach;

- publicity and openness – discussion of achievements, results of work of the university and its structural units from different perspectives on the University councils and other meetings, in the virtual space of higher educational institutions and mass media;

collective and personal responsibility of the scientific and pedagogical staff, support staff, students for organization, course and results of the educational process.

1. Strategic directions of the University development

The modernization and development of the university should be preemptive, flexible and responsive to all the processes occurring in the world and Ukraine. The efforts of the managers of all levels, scientific and pedagogical staff, support staff, all the team should be aimed at implementation of the strategic directions of the University development:

- implementation in the educational process, social protection of the students and staff, the ideas of philosophy of “humanocentrism” as a strategy of national education;

- modernization of structure, content and organizational forms of training of future specialists on the basis of competence approach, reorientation of learning content on the purpose of continuous education, ensuring flexibility and mobility of the practical component of training according to labor market requirements;

- creating an effective system of national and moral education, spiritual development and socialization of the students;

- formation of health friendly environment of the university, the valeological and ecological culture of participants of the training and educational process; development of scientific and educational-research activities, improvement of quality of professional training of students on innovative basis;

- cooperation with higher educational institutions and other interested institutions in Ukraine and the countries of the European Union, the USA, Canada, the Russian Federation, other countries under the concluded international agreements;

- informatization of the educational process, improvement of library and information resources of education and science;

- providing internal monitoring of education and feedback from employees – university graduates and employers;

- improvement of professionalism of the university’s scientific-pedagogical personnel due to their systematic self-improvement, the combination of educational-methodical and scientific-research work, various forms of advanced training, internships at leading domestic and foreign higher educational institutions, other institutions;

- democratization and optimization of the university management as a whole and its units in order to use and develop the capabilities of university autonomy and improve the infrastructure of the university complex, increasing the efficiency and effectiveness of the university management and its units in a rapidly changing environment, attracting a wide range of team members to discuss, adopt, implement managerial decisions, control over their implementation;

- improvement of normative support of all directions of the university activity in accordance with the requirements of time and updated legislative, normative and legal base of the educational branch, development, and implementation of provisions on the regulation of activity of departments and officials in the educational practice;

- updating the material and technical base taking into account the strategic directions of the university development.

2. Main problems, challenges and risks

To determine the guidelines for ensuring mobility and flexibility of the university's educational activities, the Strategy must take into account the fundamental changes in all spheres of public life, the historical challenges of the 21st century. This requires a critical understanding of the complex conditions and realities in which the modern system of higher education functions, and focusing efforts and resources on solving the most acute problems that impede the development of education in general and the university in particular. Among these problems, the main ones are:

- insufficient compliance of the educational services' quality with the strict requirements of the labor market, person's individual needs;

- imperfection of the content of education, its lack of focus on the needs of the labor market, modern economic challenges, in particular, state educational standards, curricula, and programs;

- uncertainty of the system of national monitoring and assessment of the quality of education;

- obsolescence of the criteria for assessing the informatization of education, the introduction of innovative, information and communication technologies in the ranking of higher educational establishments in the educational process;

- inertia, the conservatism of the education system, physical, moral and spiritual development and socialization of children and youth;

- insufficient level of social protection of participants in the educational process, lack of the integral system of socio-economic incentives for the activities of scientific and pedagogical personnel;

- low level of financial, economic and logistical support of educational institutions at the expense of the state budget and, at the same time, the limited rights of universities to independently manage financial resources obtained from other sources;

- insufficient academic level of psychological-pedagogical and scientific-methodical support of the educational process;

- imperfection of the system of training, retraining, advanced training of scientific-pedagogical and management personnel;

- formalism in attracting public institutions, employers, other consumers of educational services to higher educational institutions management;

- economic instability, limited resources to ensure the systematic implementation of all tasks and activities;

- negative impact on the demand for educational services in an unfavorable demographic situation, the imperfection of admission procedures at higher educational establishments;

- rejection by a part of the society of the proposed reforms in education, their inhibition through populist tendencies in political processes;

- unpreparedness of a certain part of scientific and pedagogical personnel for innovation activities;

- insufficient preparedness of higher educational institutions for the integrated solution of new tasks, coordination of activities of all services and units;

- bribery and objective factors that reduce the efficiency of measures to overcome this negative phenomenon.

3. Priority tasks

The strategic directions of the university's activity and development, taking into account contemporary problems, are specified in the tasks, first of all, such as:

implementing the internal modernization, restructuring of the university, improving the quality of specialists training in accordance with changes in the higher education system of Ukraine;

ensuring compliance of educational services in the specialties and educational qualification, educational and scientific levels with state standards, European and world quality requirements;

strengthening the practical orientation of future specialists' training, taking into account their professional functions and responsibilities at possible jobs;

facilitating the employment of students and graduates, supporting effective relationships with employers, securing students at potential workplaces during professional training;

introducing the latest educational technologies, distance, and e-learning in the conditions of the personal virtual environment;

nurturing students with a sense of national dignity, patriotism, a high general culture, a sense of civic duty to their people and state;

promoting the development of student self-government, improving the conditions for self-study, living in dormitories, student creativity, physical education, and sports;

creating conditions for combining the activities of sports groups, high sports achievements, improving the university's sports image and events on the formation of a healthy lifestyle and physical rehabilitation of students and personnel;

ensuring the efficient functioning of the university in difficult economic conditions, optimal use of special fund resources and extra-budgetary income from scientific activities.

4. Ways of development

The task of ensuring stability and conditions for the university's in difficult conditions at the beginning of the 21st century is implemented by:

- updating the regulatory framework;
- improving the university structure;
- enhancing human resources;
- improving the content of the educational process;
- updating teaching and learning materials of academic disciplines, scientific research, integration of the educational process and scientific work;
- licensing and accreditation;
- ensuring the quality of educational services;
- informatization and computerization;
- students' education, development, and socialization;
- international partnerships;
- financing and logistics;
- preventing and counteracting bribery.

5. Structural changes and the university management

Further university development requires periodic changes in the structure of the university, its main units – departments and faculties, institutes and centers, scientific laboratories, etc. in order to optimize management and the efficient use of budget funds, taking into account the needs of the labor market and the dynamics of the student body within specialties.

The following structural changes are predicted in this direction:

- integrating small departments in order to create capable teams able to conduct serious scientific research and improve the quality of education, using funds efficiently;

- creating student parliament as a democratic body of student self-government of the European type;

- active involvement of student self-government bodies in monitoring and modernizing all areas of the university's activities;

- reorganizing the educational department into the youth office;

- creating a department (faculty) for pre-university training and foreign citizens training.

Systemic reformation of higher educational establishments management is carried out in accordance with innovative processes in the industry and the requirements of the labor market, structural adjustment of the institution, changes in the student body, licensing of new specialties, the teaching load, socio-economic status of society, and the like. In this direction, the Strategy provides for:

- introduction of scientific approaches into the management structure in order to ensure the adequacy, openness, flexibility, economy, self-reflection of the management system, a combination of administrative and self-government principles, the development of collegial forms of discussion, adoption, and implementation of management decisions at all levels;

- enhancing the role of student self-government as an equal partner in the university management;

- empowering the university public to develop and implement the decisions concerning the development of the university and its departments, a set of measures aimed at developing the autonomy of educational and scientific institutes and faculties;

- improving the regulatory framework for the University and its departments management;

- transition to goals management, implementation of a common end-to-end system of strategic planning of the university and its departments, reporting of the institutes, faculties, and chairs;

- improving the quality of management decisions through processing information flows using computer technology and modern telecommunication systems, development of automation management;

- creation and constant updating of the social passport of the university as a component of the acceptance database of management decisions;

- raising the level of professional training of the managers of the departments;

- improvement of information security system;

- openness and publicity of management activities, promoting public, employees' and students' awareness about the plans, events, and decisions of the university managers.

6. Organization of the educational process and teaching and learning materials of the discipline

Implementation of educational activities in the context of ensuring high quality level requires adequate scientific and theoretical, methodological and professional level of teachers and innovative support of educational process. This requires:

full-scale implementation of the competency-based approach: moving from KSH (Knowledge-Skills-Habits) paradigm, focused on the formation of knowledge, skills and habits of a student dominated by a teacher's activity and explanatory illustrative teaching methods, to the paradigm of student acquisition of key and professional competences through domination of independent work of a student, profound practical training of future professionals based on close and systematic collaboration with educational establishments and enterprises of Ternopil City and Ternopil region;

changing the values of learning from "cult of knowledge" to "cult of thinking", reorientation of the educational process on the development of creative ability of students to solve non-standard problematic situations, self-orientation in information flows, transition to the problem-research model of the educational process;

continuous updating and improvement of curricula of the disciplines based on innovative processes, regulatory changes in higher education and standards for the classification of education;

individualization of learning aimed at personal development of each specialist, taking into account their interests and plans according to specifics of possible future activity, improvement of content training due to the variable component;

monitoring the quality of training in order to obtain feedback from the students after completing internships, graduates, employers about the weaknesses in the training of the future specialists;

introduction of the principle of "learning by doing" in the final stages and levels of study, preparation of bachelors and masters is aimed at workplace using a work-based learning scheme;

application in the process of teaching individual training tasks, simulation methods, various forms of interactive hands-on training (role-playing games, mock lessons, group classes, etc.), which will allow to consolidate theoretical knowledge and develop high professional competencies of the students;

phased introduction of distance and e-learning as the biggest prospect of future learning transformation of on-job training and providing education throughout life;

involvement of leading scientists from Ukrainian and foreign higher educational institutions, academic scientific institutions in the educational process, use of the latest achievements of science and technology and software;

use of scientific and technical literature in the educational process, professional publications of the university and other institutions, preparation for printing and publication of textbooks and manuals, including those classified by the Ministry of Education and Science of Ukraine according to industry standards and innovative processes in the higher education system;

updating of training developments, recommendations on independent work of the students, performance of individual educational research tasks (IERT), coursework, master's works, completing different types of practices in accordance with current training programs and regulatory requirements for the organization of the educational process;

development and application of electronic educational and methodical complexes (EEMC) for all disciplines based on information communication and Internet technologies;

organization of an effective guidance and professional assistance system for the students in the process of preparation of coursework, diploma and master's theses with a view to their implementation into practical activity;

systematic updating of student performance monitoring tools -test tasks for thematic, module and final semester tests and tasks for independent work of the students;

enhancing the competitiveness of university graduates by creating conditions for developing fluency in foreign languages and modern information and communication technologies;

openness of information on activity of educational and methodical departments, deans' offices, and chairs, constant updating of the university site, placing teaching and learning materials that allowing e-learning and distance learning;

annual replenishment of methodological classrooms (corners) of departments, faculties with new educational and teaching-methodical literature on disciplines and pedagogical and industrial practices;

flexible and prompt response to the dynamics of the labor market through adjusting and revising the nomenclature of specialties and specializations, licensing new specialties according to the needs of the labor market, continuing the practice of teacher training according to integrated directions, taking into account the regional labor market, improving the content of teacher education with the involvement of specialists of National Academy of Pedagogical Sciences, Institute of Innovation technologies and content of education of Ministry of Education and Science of Ukraine;

improving the quality of educational services through improvement of the forms of career guidance, development of pre-university training and postgraduate education as an important component of a continuous education system.

7. Science Development

Scientific activity at the university is subjected to the formation of innovative scientific and educational domain which is developing on the basis of its own resources and optimal conditions for scientific-pedagogical, scientific-technical, technological researches, aimed at solving global and regional challenges. Considering the profile and specifics of the strategic objectives of the university, scientific activity is carried out in the following areas:

dynamic development of research and effective promotion of its own scientific and technical products at regional, national and global markets for the priority development of basic research as a basis for education and professional training;

development and improvement of the efficiency of scientific schools and new perspective directions that are relevant to the world level research: supporting scientific schools that have been formed in the fields of pedagogy, theory and history of literature, linguistics, biology, botany, zoology, economic and physical geography, history and development of new scientific schools in ecology, physical rehabilitation and valeology, journalism, electrical engineering, theory and methodology of foreign language teaching, etc .;

creating new and ensuring effective functioning of previously created scientific structural units of relevant areas of research, professional development and creativity;

intensification of international, inter-industry, inter-university and intra-university cooperation of structural units based on joint scientific programs and projects, the use and creation of a common scientific and technical base, organization and holding of joint seminars, conferences of different level, etc;

participation in scientific projects coordinated by NAS of Ukraine and National Academy of Pedagogical Sciences of Ukraine, cooperation of scientific researches, funds for their implementation and experimental and laboratory equipment;

improvement of the organization and stimulation of scientific researches, based on the objective indicators of the obtained results, taking into account the rating criteria of universities and program-targeted support of innovative projects on a competitive basis, involvement of the University scientists in the development of national and regional scientific programs of energy conservation research, environmental and local history research, participation in scientific projects together with public organizations, foundations, etc.;

creation of a mechanism for effective protection of intellectual property of the University employees and infrastructure for commercial use of research findings, improvement of mechanisms for scientific marketing of the University research products;

ensuring constant growth of state and extra-budgetary funding of the University science, the formation of an investment fund to support the latest basic research and talented scientific youth, and the creative growth of scientists;

empowerment of the existing and creation of new specialized scientific boards in biological, geographical, chemical and other sciences, doctoral studies and postgraduate studies in new and current specialties;

development of the information and scientific environment of the University, providing wide access to scientific and technical information, including the theses electronic funds of libraries and electronic periodicals from around the world;

systematic involvement of students in scientific activities, promotion of their participation in scientific projects, conferences, olympiads, competitions with the expansion of the range of subject and professional competitions of the Ukrainian level;

openness of information on scientific and innovative activity, propaganda and approbation of its results: participation in exhibitions and presentations, holding international, all-Ukrainian and regional scientific forums and seminars annually, promoting increase in the number of publications in impact factor journals and journals indexed in academic databases (SCOPUS and others).

8. International partnership

Given that the development of cooperation with international organizations is an important component of the professional and personal growth of research and teaching staff, students and postgraduate students, the implementation of the European integration process and the implementation of the principles of the Bologna Declaration, it is necessary to pay constant attention to this area, in particular:

- maintain and develop business contacts with foreign partner universities and enter into new cooperation agreements;

- maintain and establish contacts with embassies of foreign countries and international organizations;

- continue cooperation with members of the European Association of Universities, other international bodies, take an active part in joint events;

- involve scientists and teachers of foreign educational institutions in scientific and teaching work at the University;

- organize educational and scientific exchanges, internships and studies abroad for the students, research and teaching staff;

- expand the participation of the University, research and teaching staff, and students in the projects and programs of international organizations and communities;

- hold international scientific conferences, seminars, symposia, joint competitions, festivals, forums, etc.;

- develop a mechanism for organizing and coordinating international internships for the University teachers;

- provide regular work of the consulting bureau on international programs, competitions, and grants.

9. Personnel policy

The improvement of personnel and social policy, the optimization of functional, qualifying, and demographic parameters of the teaching and research staff in order to create the conditions and incentives for the development of human resources and productive work of the teaching and research staff, employees and students, capable of fulfilling the mission of the University. Personnel policy is implemented through:

- development of new criteria for certification of the teaching and research staff, mechanisms for increasing the activity motivation and continuous professional growth of the teaching and research staff;

- improvement of qualitative characteristics of the department heads corps by 100% employment of the research and teaching staff of the highest qualification (doctors of science, professors);

- ensuring the share in the total number of the teaching staff: Doctors of Sciences – more than 10%, Candidates of Sciences (PhD)– at least 70%, the total quality of the teaching staff more than 80%, reducing the number of the teaching and research staff of retirement age;

- development of the system of training and professional development of the University lecturers (postgraduate studies, internships, courses, special seminars, problem and creative groups, etc.);

- development and sequential implementation of the program of systematic updating of the teaching and research staff in accordance with the licensing conditions of certain specialties and the requirements for accreditation of higher

education institutions of the 4th level of accreditation, the prospective plan for the development of postgraduate and doctoral studies of the University until 2021;

introduction and stimulation of measures aimed at the continuity of the potential of the academic staff of the University and attraction of talented youth;

transformation of the contract system of hiring the teaching and research staff into an effective tool of personnel policy: the involvement of well-known national figures of science and education (doctors of sciences, professors, academicians and corresponding members of the National Academy of Sciences and branch academies of Ukraine) with international experience in organizing the educational process and assessing the quality of education, foreign specialists – professors of rating universities of the world and representatives of well-known public organizations (Peace Corps, Bosch Foundation, French Alliance, etc.);

strengthening the corporate spirit of the University staff and students, creating favorable socio-economic, working and learning conditions;

formation of a comprehensive effective system of stimulation of scientific, pedagogical, and methodological innovations, preparation of textbooks and monographs (material and moral incentives, optimization of educational load, financing of internships in leading Ukrainian and foreign educational institutions and scientific centers, etc.);

creating a cult of health and a healthy lifestyle.

10. Informatization and computerization

The priority of the University development is the introduction of modern information and communication technologies that ensure the improvement of the educational process, accessibility and effectiveness of education, preparation of the young generation for life in the information society, as well as further automation of all other activities (library, financial, social and everyday life).

To this end, the following measures are envisaged:

continuous development of the University's current information system, support for its innovative character and compliance with world standards through the introduction of new media, computer systems and software, and updating of computer equipment;

creation of electronic educational-methodological complexes of disciplines, the introduction of interactive electronic systems, textbooks and educational-methodological complexes;

creation of electronic educational tools and provision of the institutes and faculties;

software for the distance learning center;

creation of a system of information and analytical support in the field of management of educational institutions, introduction of the latest computer and information technologies in the work of the dean offices and departments;

information technology support for education monitoring (development and implementation of innovative diagnostic technologies, collection and dissemination of education quality data);

introduction of computer systems of knowledge testing and control, rating of the students' educational activity results;

creation of a single data bank of educational, methodological and scientific information of the institutes, faculties and departments (curricula, programs, research papers, articles, diploma, qualification and course papers, abstracts, electronic versions of textbooks and teaching aids, computer training programs, etc.);

increased reliability of information storage and data protection from unauthorized access;

online access to remote foreign and native network resources, information and library support services in distance education system by means of creation and development of electronic publications holding;

participation in creation of a specialized Web resource in cooperation with V.O. Sukhomlynskyi State Scientific and Pedagogical Library of Ukraine (abstracting of a professional edition “Scientific Issues of Ternopil Volodymyr Hnatiuk National Pedagogical University. Section: Pedagogy”);

realization of information and educational role of a library by means of implementation of a special educational course “Information Culture of a Library User” in the Moodle system;

organization of the work on digitalization of rare printed editions with the aim of their preservation and broader use in scientific investigations;

conduction of the study entitled “Information Base of Educational and Science Activities of Ternopil Volodymyr Hnatiuk National Pedagogical University Library: from the Origins to the Present”;

provision of access via the library website to the abstracts of dissertations defended during the meetings of specialized scientific councils of the university in order to disseminate research findings and increase Citation Index.

11. Education, Personal Development and Socialization of Students

In order to enhance intellectual and moral influence on students, to foster development of their spiritual needs and socialization, the university as a centre of cultural life and educational activities must create conditions for formation of personalities that realize their belonging to the Ukrainian people, European civilization, are familiar with realia and perspectives of sociocultural dynamics, are ready for life in the constantly changing competitive interdependent world.

Development of the capacity and institutional capabilities of the university in this respect entails:

refocusing of educational priorities on consistent democratization and humanization of educational process, on European humanist values and dimensions, shift in pedagogical ideology in general;

ensuring that content and quality of education conform to urgent and emerging problems of a personality, society, state;

formation of one single multi-ministerial approach to education of young people;

cooperation of a family, educational institutions, education management authorities, public youth organizations with the aim of education and socialization of young people;

development of a program for preventive education of young people within education system;

establishment of effective and efficient system of crime prevention;

realization of the National concept of youth development and socialization;
promoting healthy lifestyles as an important element of educational process;
improvement of fitness and health recreation activities and mass sports events in the university (increased number of sports clubs, sections, and groups, their obligatory staffing, financing, and logistical support of activities);
enhanced interaction between the university and mass media, their involvement in educational process;
development of criteria to assess quality and impact of educational activities.

12. Social and Economic Security, Logistics

The main tasks of social and economic development are to provide the best conditions for educational process, strengthening and development of the logistics, improvement of conditions for study, work, living, rest and recreation of students and staff. To fulfill these tasks, it is necessary:

to increase teaching space (for face-to-face trainings and laboratory work) according to regulatory requirements;

to promote self-training and self-study of students and academic staff it is necessary to increase the number of seats in reading rooms up to 10 seating places for 80 students;

to provide washing facilities for the staff and students in accordance with applicable rules, in particular hygiene rooms (the space up to 18 square meters) and bathrooms (20-25 square meters for 100 students) in academic buildings; in dormitories – kitchens (80 square meters for 100 students), shower rooms (1 shower and 1 wash basin for 4-6 people), laundry rooms, rooms for drying and ironing of laundry (15 square meters for 100 students), toilet rooms (20 toilet bowls for 100 people);

to promote healthy lifestyle among young people, to involve them into active leisure and sports activities it is necessary to reconstruct sports facilities, provide them with modern sports equipment, refurbish academic facilities of the Faculty of Physical Education in accordance with modern requirements;

to take measures to prevent diseases among students and university staff, to increase the number of medical services and diversify them;

to provide balanced nutrition for the staff and students;

to increase the number of seating places in accordance with regulatory requirements – 1 seating place for 5 visitors;

to introduce modern forms of quick and quality service;

to undertake a number of activities related to labour protection aimed at improvement of working environment conditions, prevention of accidents, work-related disorders, and emergency situations, and, subject to funding, to erect new facilities (reconstruction of old academic buildings No. 6, 3, 4, 2 with additional storeys);

to make capital improvements to the stadium, sports grounds, and industrial practice workshops;

to install energy-efficient windows in academic buildings and dormitories;

to systemically improve logistics of classrooms, science laboratories, printing facilities of the university.

13. Social Protection, Student Government, Recreational Activities

- improvement of conditions for studying and academic work of students;
- creation of conditions of cultural development and active leisure of students, start of new clubs (dancing, art, applied and decorative arts) using the facilities of Svitlytsia culture and arts centre, annual celebration of university championships of the Club of the Funny and Inventive;
- creation of social clubs for students, holding talent competitions among university students;
- expansion of the network of recreation facilities, especially for the students with disabilities, orphan students, students from large low-income families;
- promotion of the development of a health care centre to ensure quality rehabilitation services for students;
- financing of “Fund for Social Assistance of Undergraduates, Graduates, and Postgraduates of Ternopil Volodymyr Hnatiuk National Pedagogical University”;
- development of student government, its financial support according to the existing regulatory documents;
- participation of representatives of student government in the University Scholarship Committee, academic councils, and staff conferences.

14. Prevention and Countering of Corruption

systematic work with students and staff of structural units concerning inadmissibility of manifestations of corruption and abuse;

periodic consideration of the issues of organization, ongoing and end-of-term monitoring, ensuring impartiality and inadmissibility of manifestations of corruption and bribery at the meetings of a rectorate, dean's office, departments, during meetings of a rectorate with students;

ensuring functioning of university telephone hotline, e-mail during the academic year;

strict regular monitoring of implementation of academic calendar, timetable and exams, other regulatory requirements on organization of educational process.

The expected results of implementation of the action and development strategy is the successful fulfillment of the mission and strategic tasks of the university according to the Law of Ukraine “On Higher Education”.