

**Private Joint-Stock Company "Higher Educational Institution"
Interregional Academy of Personnel Management "**

APPROVED:

IAPM Academic Council

protocol №10 dated 30.10.2019

**DEVELOPMENT STRATEGY
of the Private Joint-Stock Company "Higher Educational Institution"
Interregional Academy of Personnel Management "
(2019-2029)**

Kyiv
MAUP
2019

The development strategy of the Private Joint-Stock Company "Interregional Academy of Personnel Management" was approved by the Academic Council (Protocol № 10 of 30.10.2019) and implements the Law of Ukraine "On Higher Education", professional standards, European standards and recommendations for internal quality assurance in higher educational institutions.

The development strategy of the Private Joint-Stock Company "Higher Educational Institution" Interregional Academy of Personnel Management "was developed by the working group:

Chairman of the working group - Rector M.N. Kurko, **Deputy Chairman** - First Vice-Rector M.F. Goncharenko;

members of the working group:

Romanenko Ye.O. - Vice-Rector; Voronin V.M. - Director of the Center for the organization of scientific work and innovations in the educational process; Belous A.O. - Director of the Institute of Scientific Training and Business Education - Head of Postgraduate Studies; Chulova L.Yu. - Director of the Department of Personnel and Labor Economics; Litovchenko R.I. - head of the department of the organization of the educational process - head of the department of the organization of the educational process of full-time education; Moldavchuk I.V. - Director of the Department for Ensuring the Work of the Admissions Committee and Execution of Education Documents; Andreyanova S.I. - Director of the Licensing and Accreditation Department; Kuzminska Yu.M. - Director of the IAPM Higher School of Management; Kosareva S.V. - Director of the Institute of International Education; Kotlyarov V.O. - General Director of the All-Ukrainian University of IAPM; Bidzura I.P. - Director of the Educational and Scientific Institute of International Relations and Social Sciences; Verkhoglyad N.I. - Director of the Educational and Scientific Institute of Management, Economics and Finance; Kyslyi A.M. - Director of the Educational and Scientific Institute of Law; Grabovenko N.V. - Deputy Director of the Educational and Scientific Institute of International Relations and Social Sciences; Cholishkina O.G. - Dean of the Faculty of Computer and Information Technologies; L.Yu. Dyakova - Dean of the Faculty of Pharmacy; Savchuk O.V. - Director of the Medical Institute; Lovetska K.I. - Director of the Center for the organization of practice, employment of students and work with graduates.

PREFACE

In the world community, education and science are becoming an instrument of sustainable progressive development and ensuring the well-being of people. Education is becoming a subject of public life that shapes the future of the country. Modern higher education institutions are responsible for the developing world. That is why the issue of the quality of higher education is key.

In Ukraine, a course has been set for the high-tech direction of further progress. The rate of human capital, which would ensure the innovative development of the state through the interested interaction of higher education, science, business and government, is crucial. Therefore, human resource management, continuous improvement of their professional qualification and educational and cultural level becomes a strategic direction of the entire system of higher education.

The new version of the Law of Ukraine "On Higher Education" creates modern challenges for higher education institutions in the country. This is a reform of the Higher Education Institute (HEI) itself, which should have the tools of organizational and financial autonomy. HEI should become modern educational, scientific and cultural centers, transforming from subjects into objects of public life of the country. To this end, the Law of Ukraine "On Higher Education" provides for fundamentally different approaches to the organization of higher education. There is a need to raise awareness in the Free Economic Zone: only a high academic culture of research and teaching staff will ensure the high quality of education. This is their personal responsibility.

Scientific, scientific, technical and innovative factors in higher education institutions are an integral part of their activities, which are implemented in order to integrate into the higher education system. The main purpose of HEI is to acquire knowledge through research and development, their focus on the creation and implementation of new competitive technologies, types of equipment, materials, etc. to ensure the innovative development of society, training of innovative type.

The impact of HEI on the future is provided by the formation of a new corporate culture, improving skills of interaction within the organization, which determines the development of HEI as a center of advanced ideas, which is integrated into the world educational and scientific space and is a model of modern cultural environment.

MISSION AND VISION

Private Joint-Stock Company "Higher Educational Institution" Interregional Academy of Personnel Management "

Mission of the Private Joint-Stock Company "Higher Educational Institution" Interregional Academy of Personnel Management " – "Together to the top of professional excellence and life success of everyone for the prosperity of Ukraine" by:

- providing high-quality and socially significant higher education with the use of the latest educational technologies in order to constantly improve the educational and cultural level of the population of Ukraine and other countries;

- creating an atmosphere for self-improvement of research and teaching staff, staff and students in the process of their joint educational, scientific, innovative and organizational activities, taking into account the personal vocation and respect for man, changes in the world;

- training of recognized in Ukraine and abroad professionals of the new generation - leaders in economics, finance, management, law, international relations, public communications and regional studies, tourism, psychology, social work, foreign philology. medicine, information technology and advertising.

Vision of the Private Joint-Stock Company "Higher Educational Institution" Interregional Academy of Personnel Management "

provides:

- creation of a multicultural, entrepreneurial, innovative institution of higher education of leadership type;

- creating an atmosphere of support and development of leadership potential, creative abilities and talents of research and teaching staff, staff and students through their participation in student government, innovative educational, scientific and practical activities, programs of international cooperation and mobility;

- formation of corporate culture and modern management system based on the principles of value leadership and service leadership.

VALUES AND STRATEGIC GOAL

Private Joint-Stock Company "Higher Educational Institution" Interregional Academy of Personnel Management "

Values for the Private Joint-Stock Company "Higher Educational Institution" Interregional Academy of Personnel Management "are:

- Man
- Spirituality
- Professionalism
- Self-improvement and development
- Responsibility
- Leadership

- Honesty
- Freedom
- Trust
- Tolerance
- Public recognition
- Creativity.

Private Joint Stock Company "Higher Educational Institution" Interregional Academy of Personnel Management "realizes its mission, vision and values by achieving a strategic goal.

The strategic goal of the development of the Private Joint-Stock Company "Higher Educational Institution" Interregional Academy of Personnel Management "is to ensure the competitiveness of the Academy in the domestic, European and world markets of educational services and labor.

STRATEGIC DIRECTIONS

1. Formation of socio-cultural motivational environment of the Academy, which promotes the professional growth of research and teaching staff and staff, provides high quality education, acquisition of new competencies and their transfer to students; dynamic development of research and innovation.

2. Development of the legal framework of the Academy for the implementation of the Law of Ukraine "On Higher Education", achieving academic, organizational and financial autonomy, democratization of the management system, improving the social protection of students, research and teaching staff and staff.

3. Formation of a model of the Academy's activity on the basis of a combination of education, science and innovations, ensuring integration into the international scientific and educational space.

4. Development of material and technical, financial and resource support of the educational and scientific process in the Academy.

MAIN TASKS

➤ *Formation of a new corporate culture of the Academy through the development of moral, cultural and scientific values:*

- Development of principles of activity and mutual relations of participants of educational and scientific process for the purpose of creation of culture of quality, academic integrity and formation of uniform values of development of Academy.
- Formation of indicators (criteria) for the implementation of tasks.

➤ *Development of the Academy's infrastructure and its material and technical base, providing innovative processes in education and science, significant expansion of basic and applied research; high quality education:*

- Development of principles and implementation of measures aimed at democratization, optimization and efficiency of collegial bodies, in particular the Supervisory Board, the Rectorate and the Academic Council, as decision-making systems and management of structural units of the Academy.

- Development of student and public self-government. Reforming the system of student accommodation.

- Development of the system of commercialization of scientific results.

- Reorganization of the system of management, financing and management of education through appropriate decentralization, deregulation, introduction of organizational and financial autonomy of structural units of the Academy, compliance with the principle of their responsibility for the results of activities.

- Development of the material and technical base of the educational process and scientific research, equipping educational and scientific institutes and structural subdivisions of the Academy with modern equipment and technical means.

- Further development of infrastructure for sports, rehabilitation, recreation and psychological relief of students, research and teaching staff and staff of the Academy.

- *Improving existing and creating new areas of educational, scientific and innovative activities in accordance with the latest achievements and trends in education and science in the world:*

- Creating conditions for the formation of modern scientific and pedagogical human resources, the introduction of an effective system of retraining.

- Systematic work in the international market of educational services, search for partners to carry out research and development of research projects and technologies.

- Determining a balanced structure and amount of training.

- Creation of new standards of the internal system of quality assurance of education, involvement in the process of formation of innovative higher education programs by levels and specialties of researchers, world-class practitioners and employers, taking into account the interdisciplinary approach to forming the content of the university educational process. project methodology of education.

- The formation of a modern scientific and innovative environment that promotes the development and implementation of innovations, provides high quality education.

- Development of the system of continuous education, new approaches to the provision of educational services to students for a fuller disclosure of their personal potential; implementation of training of students on an individual trajectory.

- Development of internal regulations regarding the functioning and development of the quality assurance system of educational activities of the Academy.

- Introduction of an effective system of attracting talented and motivated entrants to the Academy.

- Creating a system of technologies for hybrid polyvariate education to improve the quality of knowledge, strengthen the scientific basis of education, obtain

the necessary competencies that best meet the needs of students, employers and society.

- Development and development of new technologies that provide a comprehensive solution to the problems of social viability and environmental management, creating energy and resource potential for sustainable development of society.

Given the dynamic nature of rapid change in the world, the Development Strategy of PJSC "Higher Educational Institution" Interregional Academy of Personnel Management "will be updated, but within the established values within the organization.

The strategy is a tool of adaptive planning that allows to change the elements of the structure of the Academy taking into account changes in the environment, but at the same time to remain a recognizable brand both in Ukraine and in the world.

EXPECTED RESULTS OF THE DEVELOPMENT OF THE DEVELOPMENT STRATEGY of the Interregional Academy of Personnel Management

1. Implementation of the leadership management paradigm of the Academy:

Ensuring the Academy's status of a leader in innovation and active influence on the future of Ukrainian society and the state, encouragement of personal leadership, responsibility and sense of duty, initiative and responsibility for the development of Ukrainian education, science and other areas of its activity.

Increasing the importance of strategic leadership, dynamic and consistent cultivation of knowledge values (continuous development, teamwork, innovation, effectiveness).

Ensuring the leadership of the Academy in the market of Ukraine in terms of internationalization of the educational process, development of English-language curricula, curricula taught in other foreign languages, creation of double and joint diplomas, mobility.

Ensuring the leadership of the Academy in the field of practice-oriented learning by increasing the number of internship bases in different countries, optimizing curricula.

Ensuring the leadership of the Academy in the promotion of the Internet, providing the highest among Ukrainian universities level of Web-performance.

Focus on innovation and knowledge exchange, increasing staff responsibility; increasing the level of mutual trust between management and staff by optimizing control, increasing the authority of leaders, improving the efficiency of communications.

Introduction of a system of seminars-trainings on development of leadership qualities for students and scientific and pedagogical workers; diagnosis, analysis, formation (if necessary) and development of leadership qualities.

Ensuring the development of skills in accordance with European standards of quality management: consumer orientation; leadership of leaders; involvement of

employees; process approach; systematic approach to management; continuous improvement; making decisions based on facts; mutually beneficial relationships with partners (stakeholders).

2. Training of competitive personnel:

Opportunity to establish itself as a higher education institution that trains staff for the market, rather than for a diploma through the concentration of resources and efforts in those areas of research, development and training that Ukraine needs.

Development of modern educational programs in accordance with the standards of higher education and the National Qualifications Framework on the basis of competencies identified with the participation of stakeholders - students, graduates, employers, research and teaching staff.

Expanding the benefits of practice-oriented learning through the introduction of sandwich courses, dual education (IT education), educational cooperation education.

3. Developed innovative areas in the field of educational services (new educational technologies and support systems for the educational process):

Development of an online education platform with the involvement of practitioners, prominent scientists and specialists from the international labor market, potential employers with a demand for specific specialists, which will allow to form a graduate with the basic competencies needed by the market today. The implementation of this area will allow the student to form an individual profile with a set of mandatory and additional courses of professional education, ie will provide maximum flexibility and individuality of education of each student. Additionally, this area will help solve the problem of the staff of the Academy.

The proposed approach should not hinder the development of a modular system of organization of the educational process, but will be an application of a supported system of automated management, which will increase the flexibility of educational services and expand the choice of additional vocational education programs, including distance.

Development of the polylingual component of the educational process in order to integrate student youth and research and teaching staff into the international educational space.

Development of a distance learning system based on expanding access to quality education for people with special educational needs and attracting distance platforms for the formation of open learning educational programs.

Organization and monitoring and evaluation of learning outcomes of students, research and teaching staff and employees of structural units of the Academy on the basis of a rating system.

Introduction of automated management of educational activity of the Academy, creation of electronic offices of management of educational process for scientific and pedagogical workers and students.

Formation of modern scientific personnel potential, able to ensure the creation and implementation of innovative scientific developments. Obtaining competitive scientific and applied research results.

4. Developed infrastructure and material and technical base:

Determining the ways of development of the basic and service infrastructure of the Academy, as well as additional services (household, information, medical, etc.).

5. Developed interdisciplinary education taking into account the needs of the region:

Responding to the request of the regional production and non-production structure with the involvement of potential employers for the formation of separate educational programs and specializations for students.

6. Support and development of international cooperation in the development of mobility of higher education institutions:

The implementation of the strategy of formation and promotion of the international brand of IAPM should increase the international recognition and reputation of the Academy and contribute to the increase of its research potential.

One of the additional options for the development of international cooperation is the development of academic disciplines by foreign teachers and the teaching of these disciplines on a systematic basis using the online platform of the Academy; establishing contractual relations with partner educational organizations on the provision of teachers to teach individual courses or selectively necessary topics. Thus, it becomes possible to create conditions for internships for teachers with the help of a new resource and as a consequence of updating educational programs and stimulating the professional development of staff.

7. Formed a system of organizational flexibility of the process for rapid response to changes in the external environment.

8. Combining the standard educational process with real research and their practical implementation:

Inclusion of students in research from the first year; attracting additional funding to support research and educational programs on relevant topics through the formation of the Center for Research and Development, which will include representatives of various fields (students, teachers, professionals) through the organization of partnerships with interested commercial and government agencies.

The use of international publications and reports at leading international conferences, as well as the degree of use of scientific results in practice as the most important criteria for evaluating research and on the basis of these indicators development of a system of additional motivation of scientific and pedagogical staff.

9. Formed a unique recognizable brand of the Academy through the creation and promotion of original educational technologies:

IAPM is a socially responsible institution of higher education, which effectively organizes educational, scientific and innovative activities, as well as focused on the requirements of employers, which ensures a high level of competitiveness of graduates and is responsible for their careers.