

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
KHARKIV NATIONAL  
AUTOMOBILE AND HIGHWAY UNIVERSITY**

**DEVELOPMENT STRATEGY  
of the Kharkiv National Automobile  
and Highway University  
for 2019-2025**

Харків – 2019

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## INTRODUCTION

The current stage of the development of higher education is characterized by constant and rapidly changing organizational and economic conditions of higher educational institutions, fierce competition in the market of educational services, an unclear and unstable position of the state in relation to higher education. In accordance with the conditions of the market economy, the requirements for the level and quality of education on the part of employers have increased, making them the most important characteristic when evaluating the activities of higher educational institutions as a whole.

Changes in the external environment of a higher educational institution require an adequate reaction of higher education institutions and, above all, the implementation of organizational and management innovations, including strategic planning; system of balanced indicators; general quality management; project management and other management innovations, all the more so as a university as a subject of a market economy must independently determine the directions of its development, goals and methods of their achievement, however, in agreement with the goals of the state policy in the field of education.

The development of a strategy is extremely important, taking into account the modern problems of universities, whose activities are affected by a number of factors: economic risks at the level of the state budget, an unfavorable demographic situation, an insufficient level of training of secondary school students and the motivation of applicants and students to acquire up-to-date knowledge.

# 1. STRATEGIC ANALYSIS OF KhNAHU ACTIVITY

## 1.1. Analysis of the external and internal environment

Strategic analysis is the most important stage of management when developing an effective strategy, provides a real assessment of one's own resources, opportunities and a deep understanding of the external competitive environment, and also takes into account real threats.

A SWOT analysis was used to form the mission and development strategy of KhNAHU.

The essence of the SWOT analysis matrix is that there is a real opportunity to analyze the activities of the University and its environment in the terminology of the business world: the University produces its own product, has certain resources, competes in a certain market and occupies a certain part of it; it is characterized by a certain production (educational) process, it is connected with the labour market, and so on. For each direction, the strengths and weaknesses of the internal environment, opportunities and threats of the external environment are searched.

## General characteristics of strengths and weaknesses

Strengths (S)	Weaknesses (W)
<ol style="list-style-type: none"> <li>1. Availability of strategic planning.</li> <li>2. A clear understanding of the adoption of the corporate value system.</li> <li>3. Implementation of innovative learning technologies in the educational process.</li> <li>4. Creation of conditions for the organization of providing comprehensive integrated assistance to scientific and pedagogical workers in improving their professional level.</li> <li>5. State of scientific developments.</li> <li>6. Use of distance education elements.</li> <li>7. Correspondence of the qualifications of the teaching staff to strategic goals.</li> <li>8. Availability of specialized scientific councils.</li> </ol>	<ol style="list-style-type: none"> <li>1. High level of competition in the regional market.</li> <li>2. Weak motivation of applicants to study.</li> <li>3. Relations between administrative services and other structural units.</li> <li>4. Lowering the prestige and image of the University.</li> <li>5. Lack of an effective online learning platform.</li> <li>6. Excessive workload of teachers.</li> <li>7. Partnership with foreign universities.</li> <li>8. Monitoring of market demand for educational services.</li> </ol>

## 1.1. Analysis of competitive positions of the KhNAHU

To analyze the competitive positions, we will use the data of the rating of higher educational institutions of Kharkiv (Information resource "Osvita.ua" presents higher education institutions of Kharkiv and Kharkiv region, which took the highest places in the consolidated rating of higher educational institutions of Ukraine in 2018).

### **Evaluation of the competitive positions of the KhNAHU among the Higher Education Institutions of Kharkiv**

<b>The educational establishment</b>	<b>Place</b>	<b>Place in general rating</b>	<b>Top 200 Ukraine</b>	<b>Scopus</b>	<b>The external independent evaluation (ZNO) point for contract</b>	<b>Total</b>
V.N. Karazin Kharkiv National University	1	2	3	2	10	15
National University of Pharmacy	2-3	14-15	20	31	34	85
Kharkiv National Medical University	2-3	14-15	31	25	29	85
National Technical University "Kharkiv Polytechnic Institute"	4	16	4	10	79	93
National Aerospace University "Kharkiv Aviation institute"	5	19	11	21	68	100
Kharkiv National University of Radio Electronics	6	20	23	20	58	101

Simon Kuznets Kharkiv National University of Economics	7	40	52	98	28	178
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The educational establishment	Place	Place in general rating	Top 200 Ukraine	Scopus	The external independent evaluation (ZNO) point for contract	Total
Yaroslav Mudry National Law University	8	42	16	149	23	188
H.S. Skovoroda Kharkiv National Pedagogical University	9	69	100	70	100	270
Ivan Kozhedub Kharkiv National Air Force University	10	76-77	22	74	201	297
O.M. Beketov Kharkiv National University Of Urban Economy in Kharkiv	11	80-82	95	75	133	303
Kharkiv National Automobile and Highway University	<b>12</b>	<b>101-102</b>	<b>54</b>	<b>73</b>	<b>201</b>	<b>328</b>
Ukrainian State Academy of Railway Transport	17	122	91	106	167	364
Kharkiv National University of Civil Engineering and Architecture	18	124-125	94	135	140	369

In general, the position of KhNAHU among Kharkiv educational institutions is quite strong (12th place among 30 institutions). Therefore, on the basis of the analysis of competitors, the following conclusions can be formulated: first, it is necessary to work towards improving the quality of student training in order to increase the level of satisfaction of employers with graduates of KhNAHU, as well as to increase the level of assessment by graduates of their own knowledge and make graduates more in demand and competitive in the labour market. Secondly, it is necessary to engage in the



promotion of the KhNAHU in the virtual space of various networks.

## **2. MISSION, STRATEGIC DIRECTIONS AND MAIN TASKS OF KhNAHU**

### **MICIA**

Development of KhNAHU as a higher education institution of a new type, training a competitive generation of specialists in the field of road transport and road management with creative thinking, capable of creating new knowledge; forming a comprehensive solution to the problems of the automobile and road industry by combining education, science and innovation, integration into the world educational and scientific space. Creating an atmosphere for self-improvement of teachers, employees and students, taking into account personal vocation and respect for people, changes in the surrounding world.

### **STRATEGIC DIRECTIONS**

1. Compliance of educational activities with modern global quality standards, provision of a powerful practical component and, thanks to this, successful employment of graduates in today's labour markets.

2. Leadership in the Ukrainian scientific space in fundamental and applied research of road transport and road industry problems; formation of potential for commercialization of results on the national and world markets of scientific and technical developments.

3. Formation and development of university management based on modern information and computer technologies on the principles of flexibility, debureaucratization, and project orientation.

4. Improvement of the image and enhancement of the KhNAHU brand through the use of marketing communications. Development of logistical, financial and resource support of the educational and scientific process at the university.

## MAIN TASKS

*1. Compliance of educational activities with modern global quality standards, provision of a powerful practical component and, thanks to this, successful employment of graduates in modern labour markets.*

- ✓ *Improvement of existing and creation of new areas of educational, scientific and innovative activities in accordance with the latest achievements and trends in the development of education and science in the world.*
- ✓ *Creation of conditions for the formation of modern scientific and pedagogical personnel potential, implementation of an effective system of personnel retraining.*
- ✓ *Systematic work on the international market of educational services, search for partners for research and development of scientific projects and technologies.*
- ✓ *Determination of a balanced structure and volume of specialists training in relevant fields and specialties.*
- ✓ *Creation of new education standards, involvement of researchers, practitioners and employers in the process of formation of innovative programs of higher education by levels and specialties taking into account the interdisciplinary approach to the formation of the content of the university educational process based on the subject-subject methodology of education.*
- ✓ *Development of the system of continuous education, new approaches to providing educational services to students for fuller disclosure of their personal potential; implementation of student training according to an individual trajectory.*
- ✓ *Development of internal normative documents regarding the functioning and development of the system of ensuring the quality of educational activities at the university.*
- ✓ *Implementation of an effective system of attracting talented and motivated applicants to the university.*
- ✓ *Creation of a system of hybrid poly-variate learning technologies to*

*improve the quality of knowledge, strengthen the scientific basis of education, obtain the necessary competencies that best meet the demands of students, employers and society.*

*2. Leadership in the Ukrainian scientific space in fundamental and applied research of road transport and road industry problems; formation of potential for commercialization of results on the national and world markets of scientific and technical developments.*

- ✓ Developing the system of commercialization of the results of scientific and technical activities.*
- ✓ Training doctors of philosophy and doctors of science respectively at the third and fourth levels of higher education, development of the scientific and pedagogical potential of the KhNAHU and active participation in the training of scientific personnel for higher educational institutions of Ukraine;*
- ✓ Ensuring the participation of scientists in research, including the system of international scientific exchange;*
- ✓ Implementation of scientific results in the educational process, involvement of well-known foreign professors in teaching and research at KhNAHU;*
- ✓ Involvement of students in scientific activities of various forms and types.*

*3. Formation and development of university management based on modern information and computer technologies on the principles of flexibility, debureaucratization, and project orientation.*

- ✓ Formation of a new corporate culture of the university through the development of moral, cultural and scientific values, the use of "forced positive interaction" mechanisms.*
- ✓ Reorganization of the system of financing and management of education through expedient decentralization, deregulation, introduction of organizational and financial autonomy of university units, compliance with*

*the principle of their responsibility for the results of their activities.*

✓ Introduction of an integrated system of electronic management of educational, scientific activities, financial and personnel resources (electronic document management).

✓ Introduction of a project management system for the main areas of university life (distribution of the university budget by projects).

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

*4. Improvement of the image and improvement of the KhNAHU brand through the use of marketing communications. Development of material, technical, financial and resource support of the educational and scientific process at the university.*

✓ Involvement of professional organizations in the modernization and redesign of the university website, taking into account its further promotion.

✓ Create an opportunity to conduct a virtual tour around the university, possibly virtual presence at the classes.

✓ Internal and external optimization and promotion of the university website in search engines (SEO optimization) according to pre-selected queries (by specialties, faculties).

✓ Use of social networks to work with applicants, students, teachers. For this purpose, using SMM promotion, that is, creating communities and promoting them in such social networks as Facebook, Linked-in, Telegram, Twitter, Google+, YouTube.

✓ Use of banner advertising of the KhNAHU on the website "Вступ інфо".

✓ Establishment of active interaction with schools in the city of Kharkiv and Kharkiv region (exchange of information between university and school websites, school social networks, etc.).

✓ Development of the material and technical base of the educational process and scientific research, using modern multimedia equipment and technical

means.