

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
National Aviation University

APPROVED

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Head of the Academic Council

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**DEVELOPMENT STRATEGY OF
NATIONAL AVIATION UNIVERSITY
BY 2030**

QMS NAU QP 01 – 02 – 2018

KYIV



National Aviation University`s Development Strategy (hereinafter referred to as the Strategy) is a strategic plan by 2030 which defines the priorities for the university, its educational and other structural units. The document has been developed in accordance with the recommendations of the International Civil Aviation Organization (ICAO), the European Organization for the Safety of Air Navigation (EUROCONTROL), the European Aviation Safety Agency (EASA), the International Telecommunication Union (ITU), the Institute of Electrical and Electronics Engineers (IEEE), the European requirements for ensuring higher education quality, ISO 9001 Standards within the laws of Ukraine and other normative legal documents.

The **Mission** of National Aviation University (hereinafter referred to as the University) is a valuable contribution to the social development at the national and international levels through the generation of new knowledge and innovative ideas on the basis of the integration and internationalization of education, research and practice, the provision of high-quality educational and research services to Ukrainian citizens and foreigners training specialists for the aerospace industry.

The University **Vision** is to establish leadership positions of National Aviation University in the world scientific and educational space and its transformation into a global innovation center of the aerospace industry.

The development strategy is based on the following VALUES:

- **professionalism, transparency, honesty and openness to each member of the community based on mutual respect;**
- **social responsibility for the results of activities to society;**
- **synergy of research and education;**
- **multidisciplinary, interdisciplinary and transdisciplinary approaches;**
- **partnering relationships with all external stakeholders at the global level;**
- **horizontal leadership;**
- **accumulation of workforce potential;**
- **democratic system of governance;**
- **innovation in all aspects of activities;**
- **high corporate culture;**
- **full support for gifted students;**
- **student-centered learning.**

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By 2025 the University is planning to develop and implement the industry model of the comprehensive innovation management and engineering together with interdisciplinary competence of specialists in innovation development management of the aerospace complex in accordance with the international standards as well as to enter the world`s top 1000 universities and to build a number of start-ups. In the long run it is expected that the University will be transformed into a national center for strategic research on global innovation challenges which will contribute to the aerospace industry development.

For the University to be granted the Research University Status by 2027 and with the aim of entering the world`s rankings of the top 500 most successful research universities, its forms and scope of activities have to be brought in line with the new challenges and requirements of society placing a special emphasis on their qualitative characteristics.

The Strategy contains 5 main directions. Their realization is possible only through the interaction of the administration, structural units, academic staff as well as their public associations:

- Educational process.
- Development and transfer of scientific research.
- Internationalization and development of international relations and strategic partnership.
- Personnel policy as a component of human potential development.
- Innovation management. Finance and investment.

For each of the above-mentioned directions it is defined the specific objectives and performance indicators to enable progress monitoring. The detailed list of the indicators and their values, responsible executives, due dates for each strategic objective within the defined strategic directions is given in the Work Flow Chart of the Strategy implementation approved biennially by the University Academic Council.

1. Strategic Goals

EDUCATIONAL PROCESS

The conceptual direction of educational activity lies in the provision of high-quality higher education to each degree-seeking student to ensure competitiveness in the global labor market for the aerospace industry and other sectors allowing them to make a positive contribution to the development of society.



1.1. The introduction of a qualitatively new level of individualization for different levels of education through individual curricula with personal trajectories and the opportunity to choose programs offered by the renowned international universities to obtain certificates of electives in partnership with Prometheus, the Ministry of Education and Science of Ukraine and the leading international universities

1.2. Integration of the educational programs into the world educational system through the involvement of 50-60% of the student community into completion of English taught programs.

1.3. Introduction of alternative modes of study in the educational process, namely on-line, distance, dual, mixed, inclusive together with soft-skills certificates, and the implementation of the TRAINAIR PLUS ICAO approaches.

1.4. Harmonization of the educational and professional programs offered by the autonomous structural subdivisions with those of the university.

1.5. Formation and development of the non-formal education space and opportunities for degree-seeking students` personal development and professional becoming.

2. DEVELOPMENT AND TRANSFER OF RESEARCH RESULTS

The achievement by the University of the world level of providing qualitative educational services is impossible without increasing the level and expanding the scope of applied research, competitiveness in the technology transfer market and commercialization of the results of scientific and innovation activities in the aerospace industry to name a few.

2.1. Increased funding for scientific and educational research due to the funding sources expansion, namely from international, branch programs and grant funding.

2.2. Bringing the annual total number of publications by the University academic staff in the academic journals indexed by the Web of Science or Scopus platforms to at least 1,500 publications.

2.3. Creation of 10 joint laboratories within the framework of the international projects and organization of national interactive laboratories for degree seeking students who are the members of the corresponding scientific community and the academic staff to jointly use the unique equipment.

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2.4. Organization of three joint research institutes, scientific parks, business incubators, technological parks, clusters of innovative developments in Ukraine and abroad for the commercialization of scientific research results.

2.5. Development and implementation of a transparent mechanism for the annual support in publishing of 100 scientific research results in publications indexed by the recognized bibliographic and abstract data bases.

3. INTERNATIONALIZATION AND DEVELOPMENT OF INTERNATIONAL TIES AND A STRATEGIC PARTNERSHIP

The international standards for the quality of higher education and research can be achieved by cultivating the image of National Aviation University as a responsible partner which is made possible due to a well-considered internationalization policy.

3.1. Development and implementation of a comprehensive program facilitating NAU's entry into the world rankings, in particular to the world's top 1000 universities according to the QS World University Rankings and to the top 100 Technical Universities according to the Times Higher Education World University Rankings.

3.2. Expansion of geography of countries whose citizens are interested in exporting educational services to increase the number of foreign students and stateless persons by at least 10% of the total number of the university students.

3.3. Development of cooperation with the leading international organizations primarily in the field of aviation. At the global level with ICAO, IATA, ACI, IFATKA, at the regional level with the ECAC, EASA, EUROCONTROL. Besides, the establishment of at least 5 international scientific and educational consortia (International Aerospace Scientific and Educational Consortium, etc.) is also a high priority.

3.4. Establishment of an effective mechanism for enforcement of academic mobility rights as well as participation in other grant programs for the student community by opening more academic mobility programs and increasing the number of academics participating in international programs by 10% annually (HORIZON 2020, ERASMUS +, FULLBRIGHT, etc.).

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3.5. Increased number of partner agreements with student communities in Ukraine and abroad.

4. PERSONNEL POLICY AS A COMPONENT OF HUMAN CAPITAL DEVELOPMENT

An important strategic direction of the university development is the formation of social capital, as the professionalism of our academic, research, professional, support staff and students is considered to be a way to success.

The aim of this strategic direction is not only to accumulate personnel and intellectual resources but also to create the environment that will facilitate the fulfillment of the innovative potential locked in the university management, academic staff, researchers and students.

4.1. The accumulation of human resources by attracting at least 10 scientific and pedagogical workers who have the H-index of “20”, support for talented employees and students together with the development of a diverse, comprehensive, fair and open corporate culture that will allow all participants of the educational process to grow in conditions of the rapidly changing environment.

4.2. Development and introduction of the social package for the university employees: annual medical examination, subsidized meals, package tours for treatment and recreation, timely financial aid to those who need it.

4.3. Introduction of the incentive program for the university staff based on the effectiveness of their activities.

4.4. Increased number of intellectual and creative areas for the development of creative, scientific and cultural components in the employees and students` lives.

4.5. Development of vocational guidance functional systems aimed at attracting talented, gifted and motivated entrants to the University, taking into account the demographic and socio-economic conditions of the country's development.

5. INNOVATION MANAGEMENT. FINANCE AND INVESTMENT

The strategic direction of ensuring the quality of educational activities that constitutes the competitiveness of the University is achieved through the

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application of modern methods of organizational, personnel, financial and innovation management.

Strategic goals in this direction cannot be achieved without the creation of the unified integrated university information environment through the integration of its information infrastructure, software and hardware, procedures and methods for their application; and the system of effective management decisions that will ensure optimization of the University's functioning.

5.1. Preparation and implementation of a number of joint projects with external stakeholders and the autonomous structural subdivisions aimed at modernization and development of the university infrastructure.

5.2. Attracting foreign investments, sponsors' funds, graduate associations through the participation of NAU in joint international projects.

5.3. Decentralization of financial activity of the educational and research structural subdivisions by 70%.

5.4. Further realization of the program of getting educational buildings, dormitories and other premises fully repaired.

5.5 Restoration of the existing two and the creation of new university recreational facilities.

5.6. Complete diversification of the funding sources.

The implementation of National Aviation University`s Development Strategy by 2030 will allow the University team to withstand all challenges the institution and society have been facing and will enable to confirm its high status at the national and international levels due to even more significant achievements strengthening its competitiveness.

To successfully carry out one of the main functions of strategic management consisting in a flexible regulation and timely response to external challenges, the Quality Board will be established. It will monitor and provide an objective assessment of the Strategy implementation and will promptly make the necessary adjustments to the Work Flow Chart of the Strategy implementation in accordance with changes in the law and other challenges.

Developed by the task force according to
Rector's Decree № 533/ОД of November 13, 2018