

**Election Program of the Candidate for the Rector's Position
of Bukovinian State Medical University
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Bukovinian State Medical University is a modern, successful institution of higher education, with a high level of professional, scientific and pedagogical academic staff. It is an institution with the ideology of innovative development on the basis of harmonious and partnership relations between employees, students and society. The University prestige in our country and at the international level is formed not only by a high quality of graduates, but also by the level of scientific research and the quality of medical care provided by the University staff.

Throughout its history, the University has trained more than 30,000 highly qualified professionals in the healthcare area, who nowadays work on the five continents of our Planet. The activity of the University staff is based on steady/well-grounded traditions and is aimed at achieving the highest results in educational, scientific, medical, international and public work.

In recent years, Bukovinian State Medical University has demonstrated a dynamic growth in all the areas of activity and is one of the leaders of medical education in Ukraine.

Therefore, in present difficult economic conditions and unfavorable demographic situation in the country, in the global pandemic caused by the morbidity on COVID-19, it is extremely important to ensure continuity and further successful development of all the University activities, which is possible only with persistent and coordinated work of the whole University staff together with an experienced management team of professionals, for whom the fortune of the home University is not indifferent.

I. Strategic goals:

- Continuous development of the University in all the areas of its activities;
- Obtaining the status of a national University;
- Integration of the University into European space of higher education and research, improvement of the University position in all the most authoritative local and international rankings;
- Ensuring accreditation of the University curricula by international agencies. Introduction of the curricula for advanced training of personnel required by society in future;
- Promoting a harmonious development of the personality of students and teachers, the realization of their social and cultural needs;
- Support of stable democratic traditions, academic freedom, principles of academic integrity, cult of knowledge and science, openness, free declaration of intentions and self-improvement;

- Support of Student Government, establishment of effective feedback between participants of the educational process;
- Formation of a socially balanced model of the University financial support. Further development of the financial encouragement system for all categories of employees, in particular, by improving the ranking appraisal of their activities, stimulation of effective, creative, initiative and innovative activities in all the areas of the University;
- Introduction of mechanisms to involve employees and students of the University in the discussion of initiative projects ("Budget of Initiatives") and ensuring the implementation of projects that have received the greatest support from the staff and students through ranking voting;
- Increasing the level of providing highly qualified medical care to citizens of Ukraine by the University staff, foundation of a University hospital;
- Increasing the share of financial revenues from research and innovation, providing of medical services and participation in grant projects;
- Promotion of the University brand and its recognition.

II. Educational activities

- Constant updating of the existing curricula, development and implementation of new ones considering global trends, advanced practices, requirements of employers and the interests of stakeholders;
- Raising of the guarantees of curricular status and providing them with effective tools for updating curricula and influencing the educational process;
- Further development and improvement of the internal system of ensuring the quality of education, objectification and transparency of the educational process;
- Comprehensive aid for the formation and strengthening of the culture of academic integrity in the University community;
- Improvement of methods of practice-oriented and student-centered learning, implementation of the modern methods of clinical training;
- Involvement of lecturers in the educational process - leading scientists, professionals and successful graduates from Ukraine and abroad;
- Further development of technologies and infrastructure of the Training Center of Simulation Medicine, and establishment of a standardized patient department, rooms of immersive, virtual and augmented reality in particular;
- Introduction of University advanced courses for the improvement of teachers' pedagogical qualification;
- Updating of the educational rooms and lecture halls of the departments not only by equipping them with computers, multimedia and educational devices, but also with modern mobile furniture systems to ensure team and group work;

- Further introduction of up-to-date information and communication technologies to ensure the educational process;
- Increasing and updating of the range of educational services at the postgraduate level of doctors training - from short-term models (simulation trainings, trainings for acquiring practical skills, master classes, workshops) to new models of continuous professional development;
- Transformation of the library into a modern University intellectual and information center with free access to full-text databases of periodics and educational literature in English;
- Creation of the educational-scientific center "Osvitorium" - open space for creative work and coworking;
- Optimization of career guidance work through the introduction of effective marketing and advertising technologies;
- Creation of conditions for professional and personal growth of the University employees, maintenance of a system of professional development for all the categories of employees.

III. Scientific and research activity

- Ensuring the development of scientific activities of the University by supporting existing scientific schools and promoting the introduction of new innovative areas of research;
- Training of highly qualified scientific personnel to provide University departments with scientific and scientific-pedagogical workers;
- Involvement of additional mechanisms to finance research activities at the University both at the expense of the state budget (Ministry of Health of Ukraine, National Research Foundation of Ukraine) and participation in international research grant projects (Horizon Europe, Erasmus, Visegrad +, DAAD, etc.), economic-contractual projects, involvement of funds from local and foreign clients, charity foundations, international organizations;
- Continuity with measures aimed at improving the material and technical base to carry out scientific research in the educational and scientific laboratory of BSMU and at the departments of the University;
- Give more publicity to scientific research results achieved by the University scientists codified by scientometric databases Scopus and Web of Science and increasing the *h*-index of the University scientists. Providing financial support for the authors of such publications, taking into account the impact factor of the journal;
- Carry out activities aimed at including at least one of the scientific journals published at the University in the international scientometric databases Scopus or Web of Science;
- Involve leading local and foreign scientists in scientific forums held at the University;

- Encourage the participation of the University researchers in International scientific conferences as speakers and research internships of teachers in foreign Universities, medical institutions and pharmaceutical companies;
- Take measures to ensure technology transfer and the introduction of new scientific products in health care practice;
- Continue to provide free access of the University staff to electronic resources and scientometric databases Scopus, Web of Science, EBSCO;
- Support participation of the University staff in multicenter clinical investigation of pharmaceutical agents;
- Permanent support for talented youth among students, graduates and young scientists; maximum involvement of students in scientific activities at the University departments;
- Support of the scientific work of students, their participation in scientific clubs;
- Support of students participation in Ukrainian and International scientific events (conferences, congresses, master classes), Olympiads, contests for student international and local awards and grants, Ukrainian contests of student scientific work;
- Facilitation the organization of the annual International Medical and Pharmaceutical Congress of Students and Young Scientists BIMCO;
- Involvement of departments of foreign higher medical education institutions and foreign medical clinics in the joint organization and conduction of scientific forums of BSMU with international participation;
- Introduce a system of talented students selection, in order to develop an algorithm for finding perspective scientists, starting with department scientific clubs and Olympiad participants up to submission of student scientific works for national and foreign contests and training courses;
- Provide constant support to academic degree holders of the University. Maintain existing financial stimuli - awards to academic degree holders and their supervisors for the research completed.

IV. International activities

- Make the educational and scientific process at the University international;
- Wide use of the University participation in international associations (European University Association, International University Association Magna Charta Universitatum, University Association of Carpathian Region) to form educational policy and increase the University competitiveness in the international market of educational services;
- International recognition of curricula and documents on education, further implementation of the program for issuing double degree diplomas;
- Ensure high-quality selection of foreign applicants who wish to study at the University and expand the geography of the countries for admission;

- Involve foreign scientists in educational activities at the University, including distance learning, online lectures, workshops as well as expanding opportunities for our University staff in foreign higher education institutions;
- Support and development of academic mobility programs, educational, scientific and professional internships and other international exchange programs for the University staff and students (Erasmus, American Councils for International Education, British Council, DAAD, etc.).
- Strengthen International grant activities and fund-raising to expand the University potential;
- Active participation in the won grant projects, in particular, the Ukrainian-Swiss project "Development of Medical Education", the EU Erasmus + program for the development of higher education potential SAFEMED +, the project "American Councils for International Education" Academic IQ, University exchange programs Erasmus +, "SAM Ukraine" (British Council);
- Involvement of scientists from foreign universities with international scientific experience and recognition to prepare and submit applications for research grants;
- Promote active participation of the University staff and students in International conferences, symposia, congresses.

V. Clinical work

- Strengthening the positions and prestige of the University scientific and pedagogical staff among practical medicine community of Bukovinian region;
- Ensure the provision of high quality specialized medical care and intensification of development and implementation in medical practice of new methods of diagnosis, prognosis, treatment and prevention of complications of various diseases by the employees of clinical departments and centers of the University;
- Improve the provision with modern medical and diagnostic equipment and facilities of clinical departments and centers to increase the level of specialized medical care by the University staff and ensure the educational process;
- Create conditions for professional advancement and development of research and teaching staff of clinical departments. Ensure advanced training of medical staff of clinical departments, support of training in foreign clinics, institutions of the National Academy of Medical Sciences of Ukraine in order to learn best experience;
- Sign new agreements on cooperation between Municipal non-profit institutions of local and regional subordination according to the Law of Ukraine "On modification of some legislative acts of Ukraine concerning certain questions of the organization of educational process in the field of health care" and Regulations on the organization of educational process in health care

institutions for participation of scientific and pedagogical employees of higher education institutions that train applicants for higher education in the field of health care, approved by the resolution of the Cabinet of Ministers of Ukraine in December 28, 2020 № 1337.

- Ensure the registration of research and teaching staff of clinical departments in the electronic health care system to obtain the right to provide medical care;
- Develop cooperation of the University centers with foreign clinics;
- Support the work of the Medical-Psychological Center and the Training and Medical Center "University Clinic";
- Continuation of work on the establishment of new medical and diagnostic centers in Chernivtsi region;
- Support sanitary and educational work, promote a healthy lifestyle, raise the medical and educational level of residents of local communities to prevent morbidity and involve the population in maintaining and strengthening their own health.

VI. Social protection and social guarantees

- Continuation and development of all existing social programs;
- Ensuring proper working, training and leisure conditions for the University staff and students. Improving the comfort of living conditions in dormitories;
- Ensuring and further development of the system of financial stimulation for employees and students on the basis of criteria approved by the staff;
- Additional payment for employees for performing additional assignments;
- Monthly additional payment for the University staff involved in teaching students in English;
- Providing additional payment for scientific and pedagogical workers, according to the results of ranking appraisal of their activity;
- Providing additional payment for the University employees for special achievements, long and perfect work, regarding anniversaries, professional and public holidays;
- Conducting free English courses for the University employees;
- Implementation of free training of the University staff in cycles of internships, cycles of thematic advancement, specialization, which are carried out at the departments of the University and, if possible, in other educational institutions;
- Assistance in providing housing for the University staff, apply for local authorities to provide land for new construction projects;
- Assistance and support of the University employees in obtaining honorary titles and awards;
- Promotion of the formation of a healthy lifestyle and involving students and staff in physical culture and health and sports activities;

- Promotion of the development of sports and mass work, expanding social and economic stimuli for the formation of an active and responsible attitude of students, teachers, staff to their health;
- Implementation of measures aimed at reducing morbidity among employees and students of the University, improving the health of students, staff and their families, on the basis of the Sport and Fitness Camp "Health" in the village of Repuzhytsi in particular;
- Organization of public catering in the University;
- To promote the development of charity funds and University funds to provide financial assistance to students of socially vulnerable categories;
- To support art groups and organization of art and cultural events for the University staff and students;
- To provide a system of psychological support for students and teachers;
- To prevent conditions for the occurrence of cases of social tension in student groups and among the University staff.

VII. Education, youth policy and development of student autonomy

- Provide appropriate conditions for the effective learning of curricula by students, the development of student science and leisure time activities;
- Promote and support the development of Student Government;
- Promote further development of the student scientific society and the Council of Young Scientists of the University;
- Ensure regular meetings of the Rector with students to discuss current problems of the student community and their prompt resolution;
- Provide effective feedback between students and University administration taking into account the wishes of students to improve the educational process, living conditions in dormitories and leisure time activities;
- Involvement of students in internal assurance of medical education quality, which includes recognition of their role and place in University policy and approved procedures for quality assurance of education, involvement in the official mechanism of approval, review and monitoring of educational programs, the ability to influence on the development of criteria, rules and procedures assessment of students, adequacy of available educational and informational resources, access to public information;
- Provide social and psychological support for students;
- Provide the necessary conditions for foreign students to realize their national and cultural traditions;
- Ensure effective sharing of information concerning scholarship programs and grants for students. Facilitate the organization of student training and summer practice at foreign universities and health care establishments.
- Support and develop the educational and practical project "School of Leaders";

- Support the system of students tutoring and its information support (lectures, trainings, etc.) for better acquaintance and adaptation of junior students to the conditions of study at the University;
- Support cooperation of Student Government and Student Scientific Society of BSMU with foreign and local institutions of higher medical education of Ukraine (exchange of delegations, seminars, meetings, cultural and artistic events, etc.);
- Implement a cultural and ethnographic event among higher education institutions in the Sport and Fitness Camp "Health";
- Establish ethics committees in the framework of the implementation of the principles of academic integrity at the University;
- Improve communication and sharing of important and relevant information through social networks;
- Create a video materials to popularize the University with the involvement of students of all faculties;
- Make extracurricular activities more diverse, increase the number of hobby groups, creative studios and social clubs;
- Create conditions for a harmonious development of personality and creativity of students in the Palace "Academichnyi", to support art events and exhibitions;
- Promote the development of physical culture and sports at the University based on the principles of a healthy lifestyle through the introduction of extracurricular forms and methods of physical education;
- Support implementation of social and community initiatives, student employment, involving students in the formation of an integrated corporate culture of the University;
- Ensure the education of nationally conscious, highly patriotic personality through the implementation of cultural and information activities:
- Assist the employment of the University graduates;
- Support the volunteer movement, participation in charity events as a way of educating students in humanism and a sense of responsibility.

VIII. Management and financial-economic activities of the mechanisms

- Development of principles of decentralization of the management system by strengthening the management of structural units of the University (faculties, Educational and Scientific Institute of Postgraduate Education, Professional College and departments of the University) and the level of responsibility of structural units for their activities;
- Providing conditions for full openness and publicity of management processes;
- Regular de-briefing of the heads to their teams (University, faculty, institute, department) concerning all the areas of activity;

- Provide more autonomy for departments in educational and scientific processes;
- Reduction of the amount of paper work, introduction of electronic documents, electronic management and control over the implementation of decisions, expansion of electronic corporate services in order to automate administrative, educational, scientific and medical activities;
- Appoint persons on administrative and management positions based on the results of competitive selection;
- Establish a fundraising department for systematic search and raising funds for the development of all the types of University activities;
- Expansion of motivational management measures for all the areas of activity;
- Involvement of promising young people in University management, educational, scientific, medical and innovative activities;
- Active involvement of the University Supervisory Board in solving long-term goals of its development, attraction of financial resources to ensure its activities in the main areas of development and control over their use and activity of the University.

IX. Infrastructure development

- Construction of new educational and medical facilities in Ryzhska str;
- Raising a new upper floor on the dormitory №8;
- Construction/purchase of new facilities for students dormitory;
- Purchasing of equipment and creating a modern video studio for the preparation of a high quality educational content;
- Effective control over the use of buildings and educational facilities and dormitories of the University;
- Continue to realize the program on energy saving and implementation of energy efficiency at the University.
- Adaptation of the University infrastructure for people with functional disabilities and special needs.