



МІНІСТЕРСТВО  
ОХОРОНИ  
ЗДОРОВ'Я  
УКРАЇНИ



# **ELECTION PROGRAM of a candidate for the post of Rector of Bukovinian State Medical University Igor Shkrobanets**

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## MISSION —

Innovative development of Bukovinian State Medical University, integrated into the scientific, educational and medical diagnostic environment of Ukraine, the European Union and countries friendly to Ukraine on the basis of implementation of modern models of management and economics.

## STRATAGEM —

I am sure that university — is not just walls and teaching tools, university is a team in which there is someone who teaches and whom to teach! To save the team, jobs, and protect the interests of each employee — means to save the university.

In my opinion, the quality of knowledge and skills of the university graduates, their competitiveness on the market, the possibility of professional self-realization and the welfare of the faculty staff are the main indicators of the university's success.

At the previous stage of the history of Bukovinian State Medical University, the staff headed by Taras Boychuk did a lot to create and improve the system of production of a modern and high-quality educational product that is competitive in the world.

I declare that the further development of the university lies in preserving the existing traditions and multiplying the achievements. However, first the pandemic and then the armed aggression of the Russian Federation have significantly changed the situation and caused the problem of the university's survival. If there is no further proper response, no modern management decisions, not only the reduction of departments, but also more catastrophic problems for the university are possible.

In the difficult times of hostilities and after the victory, our patriotic task is to preserve and develop our Alma Mater by strengthening cooperation with the Ministry of Health of Ukraine, the National Academy of Medical Sciences of Ukraine, the National Health Service of Ukraine and leading medical universities in order to fully integrate into a single medical educational research space as a Western Ukrainian center of undergraduate and postgraduate education, modern science and specialized medical care, which has the status of a national university.

This should become a common goal that will unite the team on the basis of mutual respect, tact and justice.

Graduated with a gold medal from high school in Chernivtsi and graduated with honors from Chernivtsi State Medical Institute in 1988.



# BSMU STRATEGIC DEVELOPMENT PROGRAM FOR THE 2023-2028

**THE PURPOSE** of the program is to ensure the stable development of Bukovinian State Medical University, protection of the interests of the labor collective and students, creation and development of a modern system of multichannel financing, implementation of convenient for the staff and students not bureaucratic, management technologies. The key to this should be innovative development of BSMU as an important element of scientific and educational and diagnostic medical cluster of Ukraine and united Europe. Achieving this goal requires infrastructural improvement of the university according to the best European models, which involve the creation of an educational, scientific and medical complex in accordance with the needs of the educational and medical services market.

To achieve this goal, it is important to cooperate with the Chernivtsi City Council and Chernivtsi Regional Council, regional authorities, healthcare educational, medical and governmental institutions and organizations.

The real goal is to effectively and quickly solve staffing problems in the field of healthcare, ensuring the improvement of the quality and efficiency of medical of medical care to the population at the stage of the country's recovery after Ukraine's victory.

Strategic priorities include a high level of knowledge and skills of university graduates of the University, ensuring sufficient competitiveness in the global labor market ensuring the harmonious patriotic development of students' personalities; meeting their social and cultural needs; ensuring effective material (with with rising incomes) and moral motivation of teaching, research and medical work; creation of conditions for research self-realization of scientific youth and experienced scientists in integration with the institutions of the National Academy of Medical Sciences of Ukraine; further development of scientific schools.

## PROGRAM COMPONENTS:

### 1. EDUCATIONAL WORK

- 1.1. Active participation of the university in the development of a single educational space that provides professional orientation, undergraduate training, and continuous professional development of personnel for the health care system of Ukraine and the European Union and friendly countries. Achievement of the ambitious goal of becoming a Western Ukrainian regional leader in the unified medical educational space at the graduate and postgraduate levels.
- 1.2. Expanding and deepening cooperation with Ukrainian and foreign innovative universities of the European Union, the United States of America, Canada, India on the development and implementation of innovative teaching methods, simulation courses, and the use of the research component

in educational activities at all levels of the educational process, further implementation of the principles of the Bologna Convention.

- 1.3. Optimal variability of the range of basic educational programs to meet the personnel needs of post-war Ukraine, taking into account the liberated regions.
- 1.4. Implementation and development of targeted training of doctors according to the needs of the regions of Ukraine and employers in the healthcare sector of Ukraine.
- 1.5. Training of specialists ready to work in the liberated territories of Ukraine.
- 1.6. Further implementation of the system of continuous postgraduate training of personalized distance education technologies, network form of educational programs, e-learning, development of the system of professional competence assessment, individual plans of professional growth.

## **2. MODERNIZATION OF SCIENTIFIC AND INNOVATIVE ACTIVITY OF BSMU.**

- 2.1. Organization of close cooperation with scientific schools of the National Academy of Medical Sciences of Ukraine, leading universities of Ukraine and the world to conduct research in accordance with international standards, participation in international research projects, development of multicenter international population epidemiological studies.
- 2.2. Development of the system of internal annual grant support on a competitive basis for research works of young scientists, doctoral students, and postgraduate students.
- 2.3. Establishment of research groups, laboratories, small innovative enterprises for the implementation of priority research projects.
- 2.4. Integration of educational and scientific processes.
- 2.5. Economic support of scientific publications in international scientific journals.
- 2.6. Development of scientific schools.
- 2.7. Improving the work of scientific societies on the basis of the university.

## **3. DEVELOPMENT OF INTERNATIONAL COOPERATION.**

- 3.1. Achievement of proper competitiveness of BSMU by fulfilling the requirements of the Educational Commission for Foreign Medical Graduates (ECFMG) for accreditation of medical schools from 2023 and appropriate accreditation.
- 3.2. Systematic work to increase the number of foreign students, including through cooperation with the structures of the Ministry of Foreign Affairs of Ukraine, Ukrainian communities abroad, and the Ukrainian Federation of Professional Medical Associations.
- 3.3. Active implementation of international projects in the system of higher medical education, internships for teaching staff, student exchange, implementation of networked learning.
- 3.4. Participation in international projects in the system of continuous professional development of specialists.



#### **4. MEDICAL WORK.**

- 4.1 Development and improvement of clinical bases through mutually beneficial cooperation with the Chernivtsi Regional Council, Chernivtsi City Council and the Mayor of Chernivtsi to expand the clinical training base for medical personnel, restore the institute of mentoring, and increase the availability of highly specialized medical care for the population of the region and the city.
- 4.2 Implementation of scientific management in the organization of the treatment process, including the with the principle of "the head of the specialized department is the head of the clinic".
- 4.3. Introduction of modern high-tech diagnostic and treatment methods, unification of medical processes and treatment, unification of medical processes in the university clinic and clinical bases.
- 4.4. Creation of own medical care system for staff, members of their families and students.

#### **5. INFRASTRUCTURAL IMPROVEMENT OF BSMU ACCORDING TO THE BEST EUROPEAN STANDARDS, ACTIVE PARTICIPATION IN THE FORMATION OF A SCIENTIFIC, EDUCATIONAL AND CLINICAL MEDICAL CLUSTER OF CHERNIVTSI REGION.**

- 5.1. Establishment of the university hospital as a medical non-profit enterprise providing highly specialized medical care in a single medical space on the basis of the Law of Ukraine "On State Financial Guarantees of Medical Care for the Population".
- 5.2. Establishment of a branch of the University outside Ukraine.
- 5.3. Creation of educational and practical enterprise of laboratory diagnostics.
- 5.4. Creation of a network of educational and production pharmacies.
- 5.5. Establishment of a training and practical enterprise for the production of dietary and biologically active additives (BAA) using the resources of medicinal plants of the Chernivtsi region.
- 5.6. Further development and improvement of the simulation center.
- 5.7. Creation of a single information space on the basis of BSMU, which ensures the stable operation of the medical cluster of the region in various fields of activity.
- 5.8. Cooperation with the Ukrainian Federation of Professional Medical Organisations to create a system at the regional level to implement the state personnel policy in the field of health care and medical self-government, personnel records and certification of medical workers.
- 5.9. Systematic provision of students, university staff, employees of clinical bases, municipal medical enterprises of the region, medical workers with electronic services of BSMU - electronic library, electronic educational portal, video conferencing.

## **6. IMPLEMENTATION OF MODERN PRINCIPLES OF MANAGEMENT AND ECONOMICS.**

- 6.1. Improvement of university financing by searching for additional sources of funding, development and implementation of a multichannel financing model, including through newly created infrastructure components, international grants, development of state-private and state-community partnerships.
- 6.2. Implementation of new mechanisms for financing the treatment and diagnostic process of the university clinic in cooperation with the National Health Service of Ukraine.
- 6.3. Introduction of management technologies convenient for the staff and students, not bureaucratic, but based on the motivational component and protection of corporate interests.
- 6.4. Development and improvement of electronic document management and electronic record keeping.
- 6.5. To improve the collective agreement in terms of protecting the rights of employees, stimulating scientific and pedagogical activities of employees with an increase in the level of income.
- 6.6. Development and approval of the University Development Roadmap by the BSMU staff.
- 6.7. Ensure the increase of salaries of teaching and auxiliary and administrative staff by optimizing the structure of the university, development of extra-budgetary activities.
- 6.8. To cooperate with local governments and authorities in order to solve the issues of providing young scientists with housing.
- 6.9. Continuous and planned interaction of BSMU with the Department of Health of the Chernivtsi Regional State Administration in terms of scientific support of the medical sector of the region, personnel policy and improvement of the medical and diagnostic process.

## **7. STUDENTS - THE UNIVERSITY EXISTS FOR THE SAKE OF STUDENTS.**

It is clear that we need qualified and interesting teachers, proper conditions for the educational process and students' life, but all this loses its meaning if there are no students. That is why students should have the opportunity to influence all the processes taking place at the university through the mechanism of student self-government, which should be based on mutual respect between teachers and students and collegial spirit.

- 7.1. Ensure the development of the student self-government system according to the standards of European universities.
- 7.2. The university administration should pay attention to all three spheres of student life: study, everyday life and leisure; make decisions based on student initiatives.
- 7.3. It is necessary to change the outdated paradigm of dean's work: deans

function and work to help students, not just to control them and expel them.

- 7.4. To create conditions for self-realization of students in all areas: student science, mastering practical skills, sports, creativity.
- 7.5. The priority is to improve the student housing complex, systematic solution of students' everyday needs.
- 7.6. Introduce regular meetings between the Rector of the University and students to provide reliable feedback on students' needs and initiatives.
- 7.8. Development of the system of employment of university graduates

## **8. STAGES AND TERMS OF THE PROGRAM IMPLEMENTATION.**

**There are 2 stages in the implementation of the Program:**

**2023—2027** infrastructural transformations, legalization and implementation of cooperation with the National Academy of Medical Sciences of Ukraine, leading medical universities of Ukraine and the world, the Ukrainian Federation of Professional Medical Associations, improvement of the management system, staff training, development of the material and technical base;

**2027—2028** achievement of the set tasks and targets in accordance with the roadmap of the university development

## **9. EXPECTED RESULTS OF THE PROGRAM IMPLEMENTATION.**

Sustainable dynamic development of BSMU as a modern innovative university, which ensures the achievement of the following indicators:

- improvement of the quality of medical training at the undergraduate and postgraduate stages;
- increase in the efficiency of research work, the amount of funds attracted for the implementation of research projects;
- stabilization and development of the institution's economy;
- increase in the number of national and foreign citizens enrolled in undergraduate and postgraduate studies, which meets the requirements for the successful implementation of the personnel policy of the Ministry of Health of Ukraine;
- increase in the number of implemented innovative projects;
- increase in the level of salaries of BSMU employees;
- growth of the university's international reputation;
- preservation of human resources and development of material and technical and development of material and technical resources of BSMU.