



PROGRAM

**Candidate for the position of Rector of Odessa National Medical University, Academician of the National Academy of Medical Sciences of Ukraine, Honored Inventor, Laureate of the State Prize of Ukraine in the field of science and technology, Professor
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Dear colleagues,

I have been connected with Odessa National Medical University for more than half a century of my life, including 24 years as rector. Let me briefly report on my activities from 2011 to 2018.

At the end of 2018, the educational process at the University was provided by 1280 research and teaching staff, including 148 doctors of science (in 2011 - 124); 605 candidates of sciences (467 in 2011). The university employs 19 honored workers of science and technology, 40 honored doctors (in 2011 - 22), 7 laureates of the State Prize (in 2011 - 5).

Within seven years, the number of students has more than doubled and reached in 2018 almost 9 thousand, among them 3.3 thousand domestic students studied under contract (in 2011 - 1.8 thousand), 3.5 thousand - foreigners (in 2011 - 1.1 thousand). Of course, all these indicators have not changed for the better in the last two years. Since 2012, the basic educational and innovation Center for Practical Training of Physicians has been operating, and in the following years, simulation centers have been established and successfully operate at nine clinical departments of the university.

In 2014, the university managed to return all the clinics of the medical campus, selected

in the 60's.

The University in general and all medical centers of the University Clinic in particular in 2017 received international certificates ISO 9001: 2015, which guarantee that the institution operates at a stable level of quality and is able to constantly improve it.

according to Ukrainian and EU standards.

Since 2015, the University has a Center for Information Analysis and Internal Quality Control of Education, which gives students the opportunity for self-assessment and self-certification in the format of licensing exams KROK. Analysis of the results of the licensing exam contributes to the creation and implementation of improved training, as well as improving the quality of student training.

In 2016, the Academic Council developed and adopted the Concept of Strategic Development of the University, which was successfully implemented by 2018. The main goal of the strategy was to create conditions and implement a system of competence training of doctors. Departments of simulation medicine and the department of robotic and endoscopic surgery have been created for the use of the

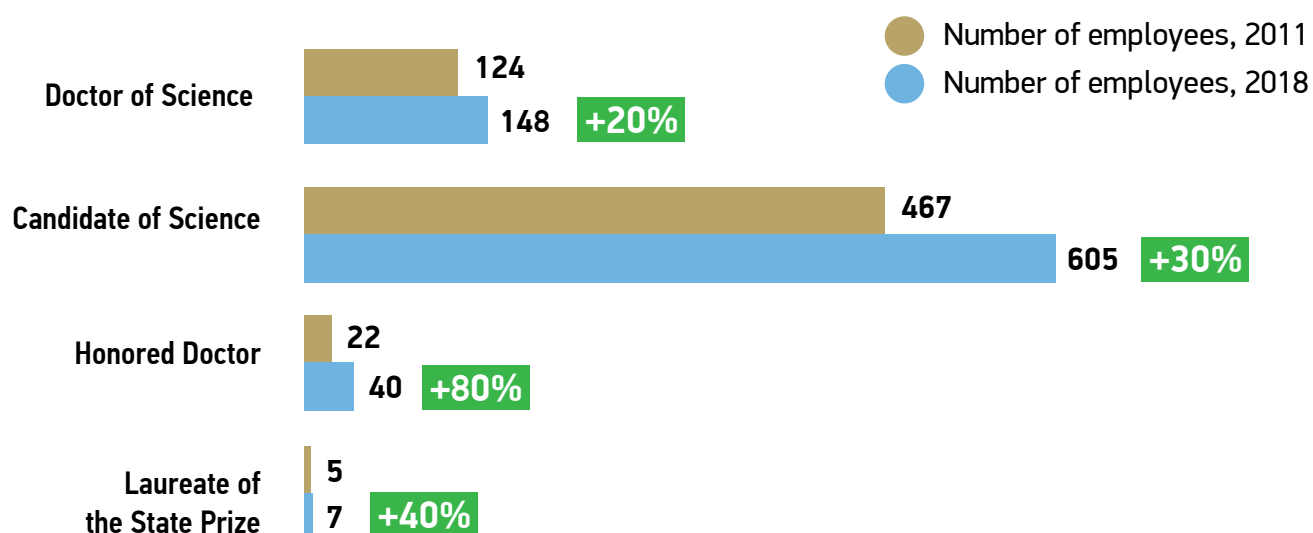
most modern technologies in the educational process.

In 2019, the necessary conditions were created and the development of a system for the implementation of state qualification exam for candidates for a master's degree, which consists of a licensed integrated exam Step-2, objective structured clinical exam (OSCI) and the international exam on the basics of medicine.

Well-known scientific schools operate at the University. An appropriate level of scientific novelty of the performed research is ensured: almost 100 patents are received annually. ONMedU scientists annually published 40 monographs, textbooks, manuals, more than 700 scientific papers, in particular 175 - in foreign scientific journals.

Favorable conditions for creative growth of young generation of scientists have been created. They are based on the broad support of student science, the use of various forms of postgraduate improvement, a permanent student scientific society, student government and other student associations.

Dynamics of development of scientific and pedagogical structure



The Institutional Repository created on the basis of the electronic library has been added to the international scientific network Google Scholar (Google Academy), so all scientific papers of ONMedU employees are available in the international academic search. This contributes to the image of scientists of the University in the world scientific environment. According to the results of 2017, ONMedU ranked 34th place among all Ukrainian universities in the Scopus ranking and had a Hirsch index 14. 48 scientists of the University are registered in this prestigious database, 40 have a Hirsch index.

For seven years period, the university has had financial stability due to the funds of the special fund, which exceeded four times the state budget funding, which helped to strengthen significantly the material base in all areas of the University.

All departments during the reporting period were equipped with the latest computer and multimedia equipment. Theoretical departments received interactive whiteboards and modern furniture. The university clinic and clinical departments operating on its basis were re-equipped with the latest equipment.

This was also facilitated by grants received from projects of Chronex (Romania), the Turkish agency Tika and other foreign partners.



At the end of 2018, there were 45 agreements with 22 countries on cooperation and partnership with leading universities and medical centers in Europe and the United States. This made it possible to send up to 100 teachers and 30 students, graduate students, interns abroad annually for internships and participation in other scientific and educational activities.

In 2011-2018, scheduled repair and restoration works of the University buildings were carried out. But for obvious reasons, these works were stopped and not completed.

The University has a wide program of social protection of employees. According to the results of each quarter, they receive a bonus for conscientious performance of official duties, and at the end of the year all employees of the University receive a bonus, before the vacation - financial aid.

We went through a difficult year and a half, but we came together, persevered and won. We have all the opportunities for further realization of the strategic vision of our University and realization of its mission. The decisions made today will have long-term consequences for the future of the university.

The time has come for intellectual collective action, and most importantly - a team that is able to effectively influence the development of the University, forming a strong humanistic vision of education, development and human rights. Only together with the team it is possible to implement mechanisms of transparent and responsible management that guarantee excellence in education, research and clinical practice.

Our graduates are European-level healthcare professionals, and their success in the national Ukrainian and global international competitive environment depends on the quality of training they receive at our University.

Quality teaching and research should be the main mechanism for raising funds for the University, ensuring sustainable development of the University as a whole and maximizing the development potential of the academic community.

Promoting excellence in clinical practice should be an integral part of the University's development.

MISSION

Mission: To improve the health of the population through continuous training of health workers and participation in medical science research, which affects clinical knowledge and practice.

Vision: Our University will be recognized as an elite university, a leader in medical education, research and practice, it will play an active role in improving the living standards of members of the academic community, graduates and local, national and international communities.

Taking into account the ancient traditions of education and medical research, we will develop the opportunities and challenges of modern society. We strive for sustainable development and will focus on international cooperation and financial stability. The staff of the University will use the new opportunities as they arise, as well as be responsible for supporting and promoting the basic principles and directions of the University. Only together will we create a vibrant intellectual environment in which we, as members of the academic community, will have the conditions for personal and professional development, and will work in a team for a common goal. We will be proud of the contribution we have made.

ONMedU:

- guarantees the training of competent, responsible professionals with high professional ethics who seek to develop society;
- adheres to the principles of ethics and integrity in all aspects of life of members of the academic community;
- promotes excellence in education, research and clinical practice;
- seeks to promote creativity and innovation in all areas of activity;
- provides for the participation of the academic community in the transparent and responsible management of its activities;
- seeks to optimize organizational structures, adhering to the principle of responsible and transparent allocation of resources;
- promotes the realization of the wishes of the academic community, guaranteeing opportunities for balanced professional and personal development;
- provides social dialogue, promotion of the values of medical professions in society.



CURRENT UNIVERSITY CONTEXT



We are experiencing a turning point when society needs deep economic and social reforms. We share with society as a whole the negative and pervasive consequences of dishonesty in management and lack of professionalism and transparency.

Our University suffers from public protest, which affects the personal and professional lives of every member of the academic community, from students to senior management. To develop in today's world, our University must take a leading role in society, creating the main lever of paradigm shift, from conservatism to academic entrepreneurial pragmatism, thus ensuring the well-being of our entire community.

We have a unique opportunity, just as we move as a team towards a modern approach to teaching and research, to unleash our creative energies and adopt a new strategy.

The strategic directions of development of our University are presented below, with strengths, weaknesses, threats and opportunities.

MANAGEMENT AND ADMINISTRATIVE FUNCTIONS



Strengths

- ONMedU is an education and research center with excellent professional qualities.
- A significant number of employees are endowed with leadership qualities.
- The university is characterized by a stable financial position.
- Transparent opportunities have been created for attracting highly professional teachers.
- Recognized as one of the leading medical universities in Ukraine.
- Significant investments have been made in educational, research and clinical infrastructure.
- A network of best practices in the field of medical research with partner universities abroad has been established (Moldova, Romania, Poland, Italy, Germany).
- Formed a strategic partnership with universities in Ukraine - Research Institute. Shalimov, Odessa National Academy of Food Technologies, Odessa I.I. Mechnikov National University.

Weak sides

- Destruction of the University's reputation due to dishonest actions of certain heads of the Ministry of Health of Ukraine in the past and lack of mechanisms to prevent such actions.
- Lack of a consistent policy for the development of the academic environment.
- Lack of mechanisms for leadership development.
- Insufficient administrative support for the activities of the academic community.
- Insufficient role of departments in the development of the University.
- Insufficient participation of the academic community in the development of university policies.
- The education quality management system is not adapted to the urgent needs of the University development.
- Lack of performance indicators and mechanisms for assessing and monitoring progress in the strategic directions of the University.
- Imperfection and non-compliance with the university code of conduct.
- Inefficient use of the University's IT infrastructure.

Opportunities

- Changes in society that contribute to deep social and economic reforms in order to professionalism and transparency of the University.
- Legislation that allows for autonomous development of the faculties of the University.

Threats

- Increasing competition in the global market for educational offers.
- Excessive interference of state structures in the management of the University with reduction of operational autonomy.
- Reputational risks that lead to loss of authority in the international arena.
- COVID-transformation of learning into an online form.

PROGRAM OF ACTIONS FOR MANAGEMENT AND ADMINISTRATIVE FUNCTION

Joint, transparent and responsible management

- Strengthen the organizational structure through administrative decentralization. Thus, the role of the department of the functional educational unit of the University will be strengthened. Deans will have their own development plans, budget and administrative support.
- Implement training programs for academic and administrative staff at the expense of the university budget.
- Prepare a Code of Conduct for University staff and a rating of individual departments and faculty that will function as a tool to promote professional ethics, honesty and fairness, and loyalty to the University. This code, together with appropriate monitoring and evaluation mechanisms, will ensure proper and shared professional relations between members of the academic community and in relations with the external social environment.
- Develop a management mechanism, involve members of the academic community in strategic decision-making processes. Community participation will take the form of public consultations through: consensus mini-conferences, opinion polls, think tanks and initiatives. Information technology will play a vital role in facilitating communication between all members of the university community.
- Create new policies and procedures to ensure the competitiveness of the University in terms of innovation processes in all spheres of life. These policies and procedures will promote the coherence of academic processes, research and clinical practice, and will be transparent and easy to use to reduce red tape. These policies and procedures will allow for both creativity and innovation, while avoiding excessive administrative controls. Policies and procedures will provide mechanisms for dynamic monitoring and evaluation and constant adaptation to modern realities.
- Define a comprehensive marketing strategy of the University, implemented through a department created for this purpose, which will play an important role in developing, organizing and prioritizing the most competitive proposals, which are evident from the activities of the University in education, research and





clinical practice. This will be the main mechanism for positioning ONMedU on the national and international market, which will lead to a steady increase in income of the University.

- Reorganize the University's information platform to provide direct, effective and easy access to information concerning members of the academic community. This platform will support an internal communication strategy designed to ensure the transparency, efficiency and optimal implementation of the University's procedures, as well as to strengthen the academic community.
- Modernize the management approach at the University (key performance indicators, balance of authority and responsibility of management, personnel reserve).
- Create a technology to manage the development of a balanced system of performance indicators.

Participation in the social environment and social activity

- Promote the legislative changes needed to define the role of medical education and the university hospital in national education and health laws, respectively.
- • Prepare documents outlining the position in partnership with the country's medical universities to support the interests of medical education at the state and legislative levels.
- • Define and implement an active, consistent and balanced policy to promote the teaching staff of our University in national and international structures of coordination, evaluation and funding in the field of education, research and clinical practice.
- • Create a strategic alliance with national medical professional societies to support joint efforts and initiatives that affect the activities of the University.
- • Introduce a system of control over access to the University premises in compliance with international epidemiological requirements. This will protect the staff of the University during lectures and seminars, as well as protect students in the learning process from external factors (COVID).

Internationalization

- Join the leading scientific world by establishing new partnerships with the world's leading universities. They will target regions where research is funded and effective, namely the United States, Australia, Canada and the United Kingdom. The creation of such partnerships will be based



on contacts and cooperation between individuals or between existing research groups, focusing even on traditional partners of relevant external institutions.

- Critical review, development and strengthening of existing partnerships with universities and international research institutes. They will be based on the identification of those partnerships that have already proven their scientific and joint productivity and growth potential.
- Strengthen the role of the regional leader in medical education, research and clinical practice of our University by strengthening and functioning of traditional partnerships with the Republic of Moldova and Romania and expanding them through traditional partners with developing universities in the Black and Caspian Seas. Thus, our University will become a springboard in the region for academic relations between West and East.
- To deepen the strategic alliance with those universities in Ukraine that will be able to provide a competitive advantage in the national and international competition for resources allocated to education and research.
- To develop local organizations of our University graduates in the countries from which they come or work. They will serve as strongholds for the interests of the University in various international communities.

ACADEMIC POLICY

Strengths

- Recognized quality of medical education offered by the University.
- High attractiveness for foreign and Ukrainian students due to low cost.
- Availability of clinical experience during training.
- Sustainable development of infrastructure for education (simulation centers, testing centers).

Weak sides

- Decrease in the number of students compared to previous years.
- Incomplete staffing of the University by students.
- The ratio of teachers and students leads to a high workload, lack of time for research and clinical activities, reduced quality of education and a negative impact on the state of the University in international rankings.
- Restrictions by the state to attract and select the best graduates of secondary education institutions to the University as future students.
- Lack of an active mechanism for enrolling students in the countries where they live.



Opportunities

- High cost of quality medical education worldwide.
- Expanding partnerships for student mobility, teachers and support staff (ERASMUS Plus).
- Transparency and computerization of the student selection process.
- Digitalization of educational technologies for all components of education.

Threats

- Loss of attractiveness of the University for foreign students due to a public scandal caused by the activities of certain officials of the Ministry of Health of Ukraine.
- Increased competition from private medical universities and faculties in the education market.
- The difficulty of retaining valuable graduates at the University in the face of the attractiveness of material and professional opportunities abroad.



ACADEMIC POLICY ACTION PROGRAM

- Develop strategies for recruiting elite graduates of national and international pre-university education. This will ensure the selection of students with the highest potential who will become competitive professionals in the European and global environment.
- Create training centers for applicants in the countries of origin, this will allow for quality career guidance work.
- Implement a strict procedure for selecting applicants through standardized testing of foreign candidates.
- Analyze the current situation and develop forecasts for the next five years to determine the number of students in the various educational programs offered by the University, adapted to the quality of the educational process. This approach will create the preconditions for graduates of our University to develop a successful career. Our Alumni Program will be created to track the career development of our alumni.
- Review procedures for recruiting, promoting and evaluating teachers, taking into account the application of criteria that promote excellence. There will be a paradigm shift from the application of undifferentiated standards to all teachers to a specific assessment, balanced for each area of activity: education, research and clinical practice. This will help to evaluate the staff of the University of different specialties, according to the specifics of their activities, and will provide an opportunity to develop a successful career.
- Create a center for psychological support of students, in order to strengthen the preparation of students for independent living and professional self-improvement in the changing conditions of crisis and information chaos.
- Develop infrastructure for education. Resources will be allocated on the basis of projects developed and prepared by the departments, which will coordinate the balanced development of the infrastructure required for each direction of the course.
- Initiate an international evaluation to accredit educational programs. This will be aimed at increasing the international prestige of the University while ensuring the recognition of quality by national authorities.
- Create a modern virtual education center that will provide the opportunity to gain more practical skills in accordance with medical protocols during training. Integrate VR and AR technology into the educational program.

RESEARCH

Strengths

- Research groups with significant international achievements.
- Powerful base for world-class research.
- Funding of research projects with the help of national and European sources.
- Academic and scientific partnership with the National Institute of Surgery and Transplantology. OO Shalimov, Institute of Heart of the Ministry of Health of Ukraine, Institute of Experimental Pathology, Oncology and Radiobiology. RE. Kavetsky National Academy of Sciences of Ukraine, Odessa National Academy of Food Technologies, which significantly complements the resources of the University.
- Positive dynamics of scientific activity of the University due to publications in publications with international influence.

Weak sides

- Lack of structure and mechanism for attracting private clinical research funds.
- Ineffective strategy of prioritizing unproductive areas of research at the University.
- Inefficient use of research resources and research infrastructure.
- Insufficient interdisciplinary and multicenter research groups.
- Significant difficulties in attracting grants from European research funds.



- Lack of programs to stimulate research and research similar to those available in universities with international top rankings.
- Research results are meager in relation to the potential of the University, which leads to an insufficient level in international rankings, which affects the quality of enrollment of international students.

Opportunities

- Increasing the importance of research activities at the university and national levels
- • Cooperation with local, national and international institutions with significant results in attracting research funds.

Threats

- Lack of predictability and stability of national research funding.
- Low level of attractiveness of research careers for doctors.
- Involvement of our best graduates by universities with research programs.



PROGRAM OF ACTION FOR RESEARCH

- Develop a research plan at the University level that will ensure the consistent development of research areas with maximum growth potential, so attracting research funds will be the main source of income for the University.
- Establish a Center for Clinical Research, in collaboration with the Institute of Translational Medicine, which combines the functions of academic research and contract research. He will be able to raise funds directly from large pharmaceutical companies, which will choose to contract with the center, bypassing intermediaries currently operating in the clinical trial market in Ukraine and Eastern Europe. The competitive advantages of the Center for Clinical Research of ONMedU will provide an opportunity to organize multidisciplinary and multicenter research groups, which is a prerequisite for confirming the results of clinical trials.
- Organize a system of competitive awarding of funds for research work of ONMedU using funds, in particular, collected in the Center for Clinical Research.
- Develop a policy in the field of intellectual property that establishes balanced rights of individuals against institutional ones. This will stimulate applied and translational discoveries and research.
- Attract researchers from Ukraine and abroad with international scientific experience and recognition and current funding, able to organize and develop new and productive areas of research at the University. Incentives that will increase the attractiveness of such positions will be represented by the return of a significant part of the indirect costs provided for in research grants, which they conduct in the form of individual start-up funds.
- Professors and researchers from the University will have the opportunity to participate in already relevant and prestigious international research projects.
- To form in applicants the competence of teamwork, cross-cultural communication and work in an international context.
- Reform the educational program of ONMedU in order to adapt to the needs of education in different areas. Also, the number of places for doctoral studies will be adapted to the needs and opportunities of research activities and funds of the University.



CLINICAL ACTIVITY

Strengths

- Highly qualified medical staff.
- Powerful university clinics.
- The university is a base for professional training of interns.
- Most doctors in university clinics are University professors.

Weak sides

- Insufficient involvement of the University in the development and maintenance of the quality of clinical services.
- Clinical activities are not considered for the selection and promotion of University staff.
- Insufficient cooperation of the University with professional societies for the development of clinical guidelines and their application in practice.
- Lack of mechanisms for comprehensive coordination by the University of the activities of educational, research and clinical services in university clinics.

Threats

- The government program does not provide for redefining the status of medical personnel.
- Expressed desire to change the health care system of the medical community.
- The legislation does not clearly define the role of the University in the university clinic and on clinical bases.

PROGRAM OF ACTIONS FOR CLINICAL ACTIVITY

- ONMedU will take on the role of a guarantor of the predominance of clinical practice as a basis for the quality of the educational process and clinical research to ensure competence education. A quality educational document confirms that students and doctors study in practice, in accordance with the highest quality standards.
- Protect the professional interests and independence of University staff working in hospitals regarding the administrative management of clinical institutions. The University will authorize the representatives of the University in the management and administration structures of university hospitals to ensure the professional independence of doctors and to promote the highest standards of quality of medical services available in Ukraine.
- Development in cooperation with the Ministry of Health and professional medical and pharmaceutical societies of clinical guidelines, guidelines for good medical practice and their implementation in the university clinic, which is a part of the structure of ONMedU.
- Integrate evaluations of clinical practice into the criteria for evaluating and promoting teachers working in the field of medicine.

RESUME

Thus, ONMedU can become an institution with a high national and international reputation, with motivated academic and administrative staff, dedicated students and public support. ONMedU must develop the ability to make the most of the future, contribute to the well-being of its academic community, strengthen its position as a global player as a medical university and participate in international scientific progress in medicine, dentistry and pharmacy.

We are at a turning point not only in the implementation of the strategic vision of our University, but also in the implementation of its mission. It is necessary to implement mechanisms of participation, transparent and accountable management that will ensure the achievement of strategic goals of the institution and the academic community. We need to understand that ONMedU graduates are health professionals and that their success in a national, European and internationally competitive environment depends on the quality of the knowledge they receive at ONMedU. Research should be the main mechanism for filling the budget for ONMedU, ensuring sustainable development and maximizing the development potential of the academic community. Promoting excellence in clinical practice should be an integral part of the University's development.

The implementation of the updated development strategy of the University will result in sustainable development, consistent transformation into a research University, included in the global knowledge society through joint, transparent and responsible management of the University, which will promote excellence in medical education, research and practice.

Ensuring the existence of a creative, effective and free academic environment will stimulate the disclosure of the professional and personal potential of each member of the academic community.

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