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Formation and Implementation of University Development Strategy as a Factor of Economic Stability and the Education Quality

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Long-term planning of higher educational institutions' activities based on the results of the SWOT analysis is an integral part of the management system and higher education development. Formation and implementation of the development strategy of a university in all spheres of its activities provide the predicted results, both in economics and in the field of education quality. In Togliatti State University "Strategy-2020" was developed and implemented based on five principal parts of its functioning.

Key words: Togliatti State University, development strategy, economic stability, quality of education, SWOT-analysis, program development, strategic objectives, priorities.

Under modern conditions of post-industrial society when wide-scale informatization of engineering and social systems is in progress, when globalization of the international community has led to extensive mobility of goods and services including educational ones, each definite educational institution, university in particular, has to form its development strategy and then implement all its provisions and strategic objectives thoroughly to compete and promote in the market. Article № 89 par. 2.2. of the Federal "Law on Education" [1] states explicitly the fact that management of education system is to include strategic planning of education system development.

Such a strategy is to cover all spheres of a university's activities from the key activity, learning process to its supplementary types, such as services and marketing. In this case, global indicators of development strategy are to be focused on the results which achievements are sure to promote a university in the overall ranking of Russian and international universities. Implementation of such a development strategy would enable not only competitiveness and promotion of

a university in the external competitive environment, but also make possible to increase powerful intramural engineering and highly-qualified teaching staff potential. In its turn, it is these indicators of a university that are basic for assessment of educational programmes performed by both government agencies in Russia and foreign professional-public institutions [2].

Having a status of regional university and being aware of the problem in Togliatti city as a global problem of "single-industry city", Togliatti State University has turned its attention to the formation of its development strategy since 2005. At first, this activity included the development of The Programme of Structural University Department Arrangement for the period 2...3 years with its annual improvement. Since 2010 the management and control system has been implemented to manage The Programme of Development with participation of regular Group of Strategic Planning (GSP) consisting of representatives of top management.

In 2010 the TSU development strategy was also approved for the period until 2015 that had been discussed and agreed with wide range of interested parties: university

LEARNING PROCESS

staff, Academic Board, Board of Overseers, afterwards, TSU Academic Board formed it and accepted for execution.

As early as the beginning of 2013 the analysis of outcomes of "Strategy 2015" showed that they had been fulfilled by more than 85%, and, therefore, there was a demand for the strategy improvement. Besides, there was a form a new strategy of TSU development for the period until 2020.

Forming "Strategy-2020", SWOT-analysis was used to fully account and structure the information on university's intrinsic potentials and disadvantages, as well as threats and challenges of the environment. The process of "Strategy-2020" development included the following stages:

1. Campus-wide workshop on "Development of the University: problems and trends, potentials and limitations". The directors of the institutes, heads of the departments, supervisors and experts of infrastructure services participated in the workshop – more than 90 participants. As a result of the workshop, more than 80 specifications of weaknesses and strengths, potentials and threats were formulated.

2. Comprehensive analysis of TSU development strategy for the period until 2015. As a result, the report on "Strategy-2015" implementation was designed and published in the corporate mass media.

3. Developing the concept of "Strategy-2020". The draft of the key conceptual statements of the university development for the period until 2020 was presented for the teaching staff at the current August meeting of teaching staff and for the TSU Board of Overseers under the chairmanship of Samara Oblast Governor N.I. Merkusheva.

4. Analysis of the external trends in development of science and education. As a result, visual aids of international and national trends in education were prepared, information on changes in research-innovative sphere was analysed.

5. Strategic session of "TSU development: potentials and limitations".

In the framework of strategic session the SWOT-analysis of the university was worked out and updated. The event involved more than 100 members of university including TSU visiting professors as bearers of experience and traditions, as well as representatives of university active youth.

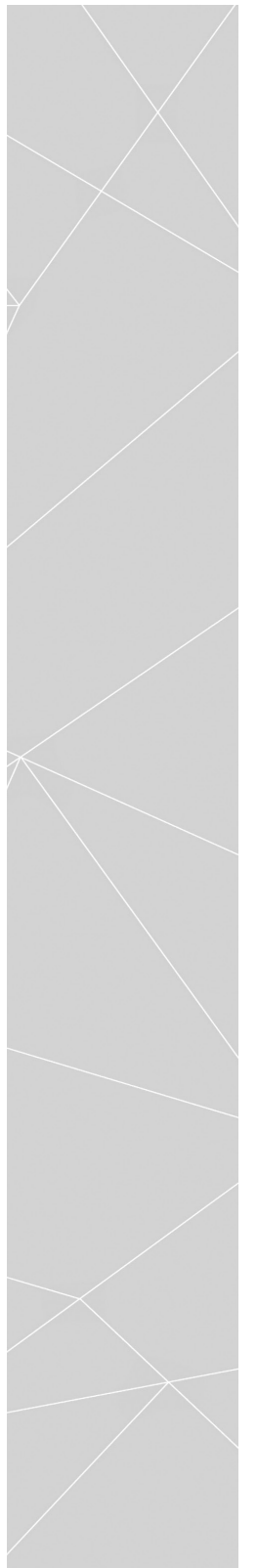
6. Formation of university development initiatives. As a result of uniting and grouping the statements of the TSU development areas, 22 strategic development initiatives were formulated which were decomposed into 141 spheres. All initiatives were grouped in five areas of activity of TSU development.

- Education (7 initiatives, 43 spheres).
- Science, innovations, engineering, and consulting (3 initiatives, 18 spheres).
- Management and staff (3 initiatives, 25 spheres).
- Services and infrastructure (3 initiatives, 19 spheres).
- Marketing, positioning, and promotion (6 initiatives, 36 spheres).

7. Update of strategic objectives and formations of development priorities.

For each of the above mentioned blocks of university development 19 development priorities were formulated. They became a basis for updating strategic objectives of the university development. Finally, for every area of university activities a definite strategic objective was designed. To implement the strategies effectively 8 drivers of TSU development were established:

- global competitive educational programmes of Higher Professional Education (HPE) and Additional Professional Training (APT);
- wide-scale use of distance learning techniques;
- effective schemes of attracting applicants and graduates' employment;



- laboratories, technological, and engineering centers of the international level;
- effective marketing in education, R&D, and consulting;
- qualified staff with relevant competencies;
- effective system of management and diversified budget;
- attractive university environment and infrastructure.

8. Development of “Strategy-2020” performance indicators of implementation. The performance indicators of “Strategy-2020”, are, on the one hand, focused on “The Road Map” of education and science development in the Russian Federation, on the other hand, set the expected outcomes of TSU strategic initiative implementation. In total, 20 planned indicators were determined for the period until 2020. To evaluate the development dynamics, the values of indicators of 2013 were taken as a basis. In addition, the reference points of indicator values were set for 2016 and 2018.

The described method of development strategy formation in Togliatti State University shows that a significant number of university staff was involved in its development, it was comprehensively discussed by internal and external experts. It enables us to speak about acceptance of “Strategy – 2020” by all university staff and wide community, urgency of the set objectives, and feasibility of planned indicators.

One of the key block in the TSU strategic development, namely Education, may be taken as an example in setting strategic objectives and prioritization of TSU development for the period until 2020 (Tab. 1).

All five blocks of development areas taken together will allow synergy of the university from the standpoint of TSU Mission: “By joint efforts of teaching staff, students, graduates, and partners of TSU to ensure the development of competitive innovative socially-oriented

economy, strengthening civil society and cultural prosperity of Samara Oblast and all Russia, in general” [3].

As a result of “Strategy – 2020” implementation, Togliatti State University is to be presented by 2020 as:

■ **TSU – competitive** in the globally-integrated international environment, dynamically developing state university, being in the forefront of the world educational trends, capable of responding the changes of environment adequately and promptly.

■ **TSU – research university**, effectively integrating educational and research activities, a powerful research-educational center of Volga region, having a number of international priorities in different spheres of mechanical, electrical, and power engineering.

■ **TSU – innovative university**, producing innovative ideas, projects, and businesses simultaneously with training of specialists who implement them.

■ **TSU – city-forming and strategic university** producing a regional development force and providing staff assistance for modernization of Togliatti economy, contributing to its innovative development via its graduates, as well as design, adaptation, and implementation of innovative techniques.

■ **TSU – information-open university**, a cultural center forming human-oriented urban environment of Togliatti and its positive image; a center for education of intellectual elite, responsible for the future of Togliatti and the whole country.

■ **TSU – a university integrated** with the leading institutions and enterprises, effectively managing joint educational, research, innovative activities.

■ **TSU – prestigious university** from the applicants’, students’ and employers’ point of view widely applying modern educational techniques, focused on requirements of employers and professional communities, providing high competitiveness of its graduates in

Table 1.

Block	STRATEGIC OBJECTIVES	DEVELOPMENT PRIORITIES
EDUCATION	To provide effective and competitive education in TSU based on modern approaches to organization of learning process including: <ul style="list-style-type: none"> ■ integration of research and education; ■ wide-scale implementation of distance learning techniques; ■ development and promotion of demanded courses and APT programmes; ■ use of advanced tools of applicants’ attraction and graduates’ employment; ■ development of continuous practice-oriented learning from secondary vocational education to postgraduate course and APT including network and cooperative learning. 	<ol style="list-style-type: none"> 1. Attraction of applicants: expansion of geography, increase in quality of modern attraction tools. 2. Strategic partnership and network cooperation with schools, colleges, employers. 3. Focus of the learning process on requirements of employers and professional standards as well as integration in research process and innovative activity. 4. Effective system of graduates’ employment. 5. Economic effectiveness of education without loss of quality. 6. Wide-scale implementation of distance learning techniques. 7. Sharp increase of profit share from APT in the TSU budget, development of competitive system of APT.

the Russian and global labour markets, responsible for its graduates employment and career.

■ **TSU – comfortable university** with “open-for-city” modern campus of developed infrastructure providing all necessary conditions for study, work, life, and pastime and meeting the international standards.

■ **TSU – socially responsible university**, capable of withstanding external threats and challenges, providing prestigious jobs and high living standards of its staff.

Conclusions

1. The developed strategy of TSU strategy for the period until 2020 in accordance with the Federal Law N 273-FL

«On Education in the Russian Federation” meets all contemporary requirements of university strategy development.

2. Developing “Strategy-2020” sufficient amount of research and practical material on strategic planning in universities was thoroughly studied, the experience in design and implementation of TSU development programmes and “Strategy-2015” was taken into account.

3. Implementation of TSU development strategy for the period until 2020 will provide TSU competitiveness in research-educational sphere of HPE.

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VAZ and Higher Education Institution: Historical Parallels. Experience in Implementing Development Strategy 2020

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In Togliatti, the automobile plant and the state university were established approximately at the same time and developed simultaneously. Currently, AVTOVAZ development strategy includes the program of personnel training and retraining. The strategy of Togliatti State University implies development of new engineering education programs in cooperation with the professionals of the automobile plant. Such programs will allow developing professional qualities in demand within automotive business sector. With business and education overlapping, it is possible to boost the national economic growth.

Key words: Togliatti State University, JSC AVTOVAZ, development strategy, economic stability, education quality, personnel training, education programs, automotive industry.

The history of AvtoVAZ began on July 20, 1966, when the Soviet government decided to construct an automobile factory in Togliatti. As late as April 19, 1970, the first six cars VAZ 2101 "Zhiguli" were launched. On October 28, 1970, the first vehicles were transported to Moscow by train. The 100000th car of this model was produced on July 16, 1971. On December 22, 1973, the factory was officially approved by the State Commission. The design capacity was 660 thousand cars annually [1].

On March 10, 2010, the AvtoVAZ Board of directors adopted a business-plan until 2020, according to which the vehicle production should reach 1.2 million items per year by the end of 2020. In February 2012, the design capacity of the factory was 900 thousand vehicles annually.

Automotive industry is one of the branches of engineering manufacture that determine the economic and social level of several regions of the country. However, the situation of the industry has been ambiguous for the last ten years. The growth of the Russian car market is not conditioned by the increase in the share

of domestic producers. Thus, the share of Russian engineering reduces and the engineering staff leaves the industry.

The leading international car producers, who entered the Russian automotive industry, did not intend to launch contemporary cost-efficient production of car components for foreign cars in Russia. It is explained by the fact that the Russian legal system does not bind them a big amount of production capacity. Moreover, a lot of car components for Russian vehicles are produced in other countries. This fact made the Russian government elaborate a comprehensive strategy for the automotive industry development to 2020, which was adopted in 2010.

The strategy for the automotive industry development includes such basic measures as:

- development of the national base of R&D and automotive clusters;
- a complex of state measures to support domestic automotive industry including a medium-term activity plan [2].

The implementation of these activities aims at the following objectives:

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