

BELCOOPSOYUZ  
EDUCATIONAL ESTABLISHMENT  
«BELARUSIAN TRADE AND ECONOMICS UNIVERSITY OF CONSUMER  
COOPERATIVES»

**Strategic Plan  
of Upgrading Management  
at the Educational Establishment “Belarusian Trade and Economics  
University of Consumer Cooperatives”**

Approved by  
the Council of University  
Minutes №1 dated 22.09.2009

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## **Strategic Plan of Upgrading Management at the Educational Establishment “Belarusian Trade and Economics University of Consumer Cooperatives”**

The major purpose in the strategy of the University management is to create a system that would ensure the quality of higher professional education and at the same time it would keep its fundamentality, basing on new ways to increase the effectiveness of the organization and management of the study process.

The main strategic directions of activity for the near future which reflect the peculiarities of the University are the following:

1. to define the priorities in training specialists taking into account demands of the labour market and peculiarities of development of the system of consumer cooperatives and economy of Gomel region and The Republic of Belarus;
2. to choose the structure of management of the University;
3. to develop modules of subjects;
4. to define new educational technologies of specialists training;
5. to define the list of subjects for students of different levels;
6. to introduce intra-University Quality Management System (СТБ ИСО 9001.1-99) ‘Quality System. Quality Management and components of the Quality System. Part 1. Guidelines’, ISO 9001 – 2001 ‘Quality Management Systems. Requirements’);
7. to automatize the control procedures of the Quality System functioning;
8. to provide all the activities with due information.

The directions mentioned above make up the basis for the System of Quality Insurance of education which together with the intra-University System of Quality management will define the contents of the plan of activities for upgrading management at the University.

*System of Quality Management of the University (SQM)* is a whole of organizational structure of the University, documentation (internal regulations, methodical guidelines, workmanship instructions), processes and recourses necessary for total quality management.

The model of SQM of the University (fig.1) can be realized by means of main mechanisms: self-evaluation, ratings, external and internal audits and can include the following main components:

- organizational structure of the University
- policy and aims in the field of quality
- the system of processes (the map of processes)
- the system of documentation (procedures included)
- the system of monitoring and quality control

- the system of analysis and decision making
- the structure of management depending on quality

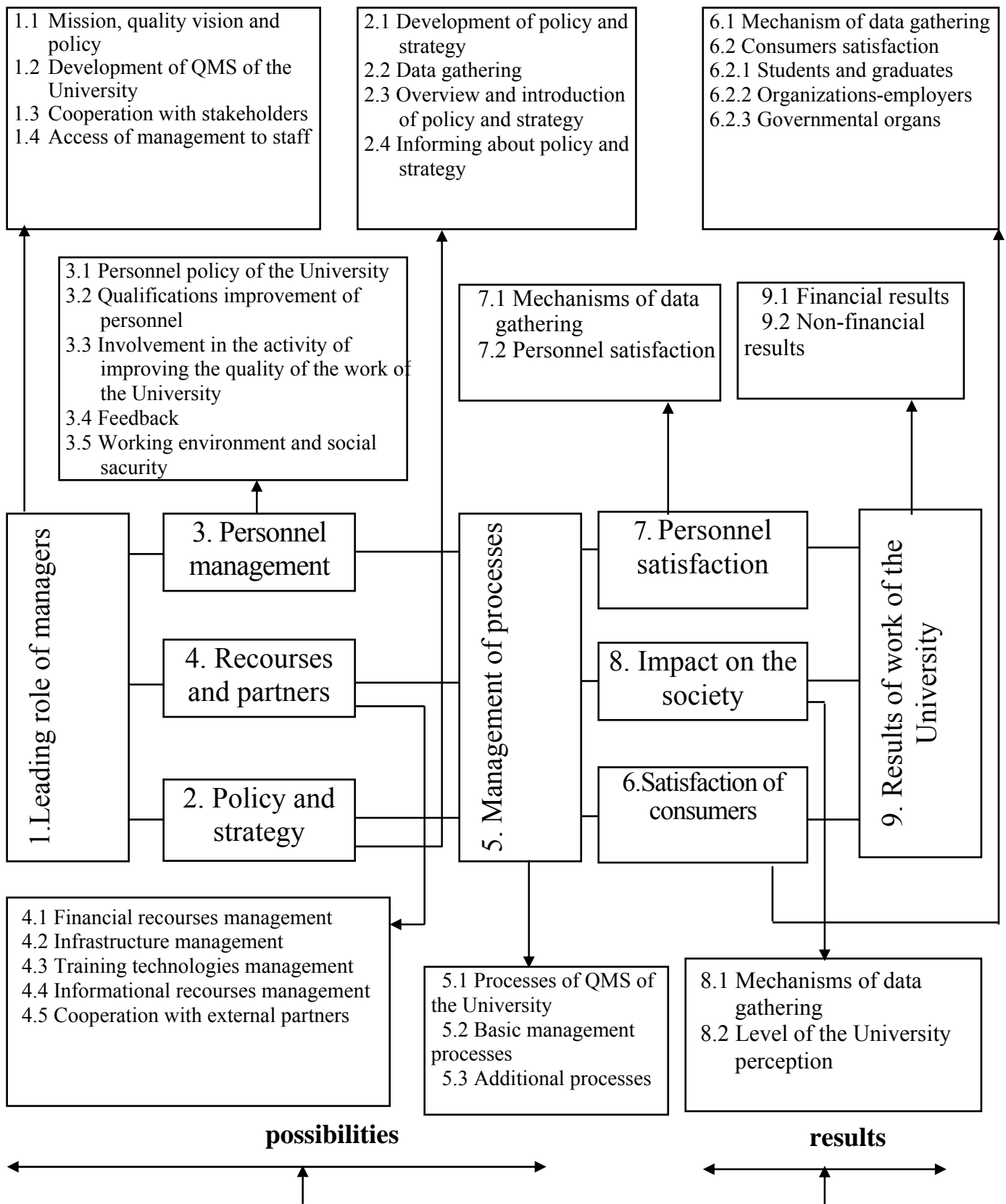


Fig. 1 Model of intra-University Quality Management System (QMS)

Role of people in charge of quality management: data gathering; data processing and its analysis; defining measures of improvement of the study process; decision making.

In the system of quality assurance there should be foreseen the following coordinating and organizing units or groups, they can be separate or make part of the structure of the University which would be responsible for:

- *Evaluation and quality management of education*, with the aim to develop technologies and methods of quality analysis and evaluation of state standards and educational programmes, development of guidelines for quality management and control of their execution.

- *Monitoring of quality knowledge of students*, with the aim to develop technologies and methods of quality analysis and evaluation of quality knowledge of students.

- *Self-analysis*, with the aim to control departments and rate or attest specializations;

Evaluation of quality of education is a many-sided and lengthy process, the results of which should be analyzed, integrated and saved.

Evaluation of knowledge and level of personal development of students and psychological, pedagogical, and professional level of academic staff knowledge should be done at the end of each step and level of education.

Tools for evaluation of quality of education are the following methods: tests, questionnaires, public surveys and other. The source data for the evaluation is statistics data and reports, results of attestation, monitoring of level of knowledge of students, and study programmes. The received data will be analyzed, on their basis there will be developed corresponding events, taken decisions, which will be introduced to the education process.

The Ministry of education of the Republic of Belarus is carrying out external monitoring by means of licensing the rights to perform education activities on the whole and in certain specializations, as well as attesting universities and specializations with the following accreditation.

*The internal subjects of monitoring of quality education* are managing staff of the University, study-methodical staff of the University, the State Examination Committee.

**Internal monitoring of quality of education at the University** includes: current control of students' academic performance and quality of teaching; intermediate control of students' knowledge; final attestation of graduates (figure 2).

The process of quality education management is cyclic, which provides quality improvement after each cycle (figure 3).

The purpose of functioning of the management system of quality of the University is to improve the quality of professional education in order to raise satisfaction of its consumers: employees and graduates.

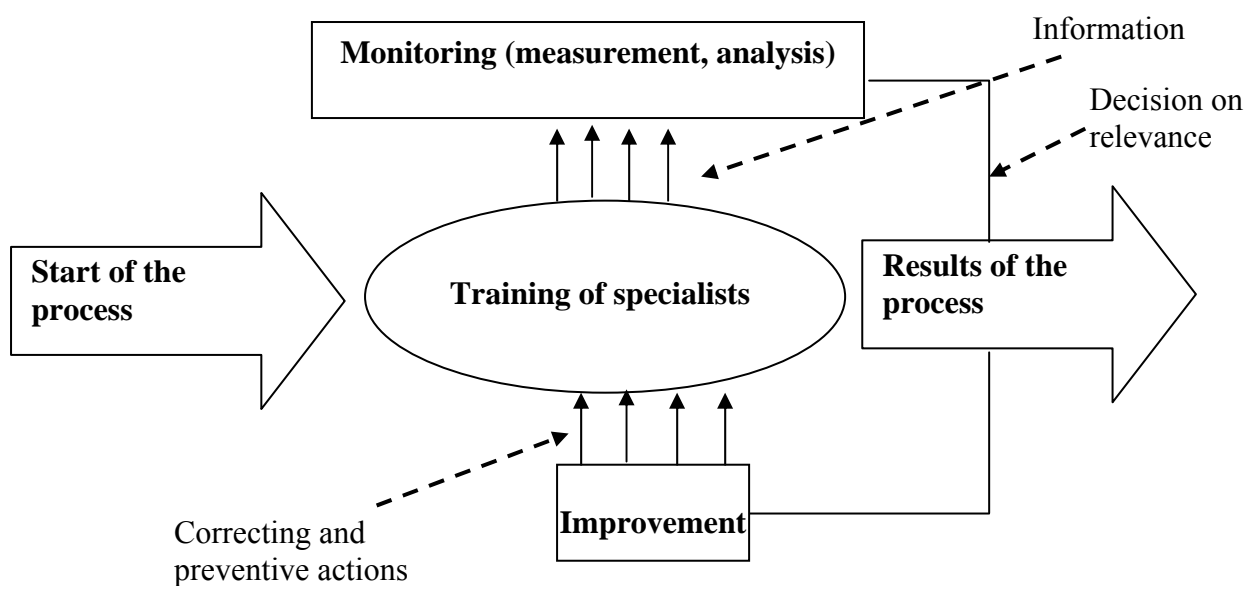


Fig. 2 Model of internal monitoring of quality of education at the University

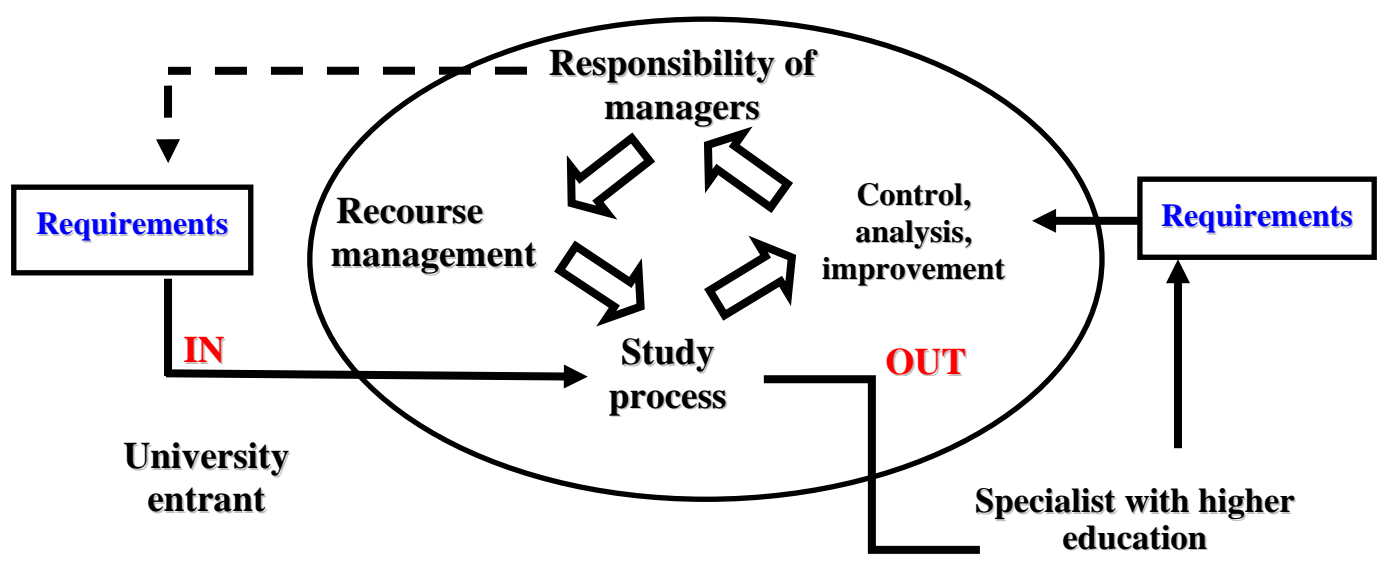


Fig. 3 Model of the management process of the quality of the University

Events and recommendations that will be developed after each cycle may contain issues of retraining of academic staff and assistants, distribution and redistribution of financial, material and other resources, changes in study-programme documentation, structure of the University management and so on, if these will influence the quality of the education process significantly.

Plans of events and recommendations approved by Rector are obligatory for all the structural units of the University.

Work on the system of quality management is a continuous process which starts with establishing at the University an effective controlling evaluation system and the system of monitoring against the background of gradual raising staff awareness of the philosophy of quality, order, improvement of organization of work, reductions in the cycle of new technologies in teaching and control.

The system of quality education will enable all the stakeholders to participate in the educational process: students who receive knowledge, professors who provide education service; employees who are representatives of the market, for whom staff is trained.

Realization of the Strategic Plan of Upgrading Management is to secure continuous improvement of quality of training, training of highly qualified and competitive at the labor market specialists, and therefore the competitiveness of the University. Upgrading pedagogical skills of professors and improving the quality of specialists training that is aimed at self-education of students, will guarantee a high level of knowledge. This will promote smooth transition to the realization of the principles of Bologna Declaration on integration of the University into the international educational space.

### **The priorities of further development of Belarusian Trade and Economics University of Consumer Cooperatives**

The main tasks of the university development (progress) in directions (areas) are the following:

#### **1. Academic work improvement:**

- Training of highly qualified specialists, fit to state educational standards in traditional specialties and specializations;
- Expansion of training of specialists in new specialties and specializations in accordance with structural reforms at labor-market;
- Implementation of transfer to differentiated terms of specialists training;

- Development of academic process integration “college - higher educational institution”;
- Improvement of forms and methods of cooperation with personnel-seeking organizations (coordination of special discipline programs, practical training, diploma theses themes, practice base, etc.);
- Implementation of new educational technologies on the basis of active forms and methods of education for students of part-time and full-time departments, personnel retraining department and special department;
- Improvement of university organization structure in accordance with normative standards of the Ministry of Education of the Republic of Belarus;
- Securing quality control of academic process by means of improvement of results assessment (evaluation) of professor’s, chair’s, department’s activity;
- Continuation of implementation of new educational technologies on the basis of active forms and methods of education for students of part-time and full-time departments, personnel retraining department and special department;
- Implementation of distant learning in academic process, including distant testing by means of global network Internet;
- Adoption of curricula, academic process planning documentation and academic methodical support of personnel retraining institute in accordance with orientations of educational reform in the Republic of Belarus, labor-market requirements;
- Securing (provision) of broadening of retraining at the expense of Consumer Cooperatives’ organizations of managerial personnel and specialists in “Management” specialty, forming of separate groups for this purpose in order to form the potential and long-term potential of managerial personnel for Consumer Cooperatives;
- Educational services export by means of foreign students attraction to study in University as students of main departments, preparatory departments, MA and PhD students.

## **2. Computerization of academic process:**

- Classrooms Upgrade;
- Software upgrade in electronic reading hall;
- Setting up and support of constant update of electronic database of methodological and normative materials on the themes of Personnel Retraining Institute

courses and categories of managerial personnel and specialists of Belarusian Republican Union of Consumer Societies;

- Implementation of modern versions of software products into academic process.

### **3. Automation of University management:**

- Development of university portal and its placement in Intranet and Internet on a university physical WEB-server;

- Transfer from automatic control system University to computer(-aided) information system, based on modern technologies;

- Development of distributed network of data exchange in university in substitution and on the basis of available local network with the purpose of quantity growth of provided network information services;

- Implementation of electronic circulation of documents system into university operating (functioning).

### **4. Acquisition of library stock:**

- Annual issue of not less than 5 textbooks and tutorials classified by the Ministry of Education;

- Development of system approach to issue of methodical literature by graduating chairs and chairs of special faculty of Personnel Retraining Institute;

- Acquisition of library stock at the expense of new literature purchase according to new curricula;

- Participation in the work of Consortium of analytical description of documents together with the libraries of Academy of Public Administration under the aegis of the President of the Republic of Belarus, Academy of Ministry of Internal Affairs, International Institute of Trade and Social Relations, Centre of Business Education (Minsk);

### **5. Research activity and research and educational personnel training:**

- Fulfillment of research activity in university in accordance to the Concept of development of specialized science and prospective research plan for 2006-2010.

- Organization of examination (consideration) by competitive committee of research scientific projects and measures for their financing out of proceeds of innovational fund of Belarusian Republican Union of Consumer Societies;

- Development of innovational activity in the system of Consumer Cooperatives and region. Forming of bank of prospective projects of scientists of the university for their implementation into practice of Consumer Cooperatives;
- Continuation of practice of planning and realization of thematic international and republican conferences on the results of research completion, as well as theoretical and practical conferences on actual problems of Consumer Cooperatives' activity;
- Purposeful work on forming and development of scientific schools of:
  - ✓ Economy of trade chair;
  - ✓ Merchandising of manufactured goods chair;
  - ✓ Theory and history of cooperation chair;
  - ✓ Commerce and technology of trade chair;
  - ✓ Chair of accounting and financial management in national economics sector
  - ✓ Chair of accounting
  - ✓ Merchandising of foodstuffs chair;
  - ✓ Chair of agro-industrial complex economy;
- The development of material backing system of scientists working on their theses.

## **6. Informational and Educational work:**

- Explanatory work among students (talks, round tables, trainings etc.) about the meaning of active civil position;
- Design and systematic update of informational boards with printed press materials, holding of journals and books exhibitions, reflecting the tendencies and process of social-economic and political development of the country;
- Organization and holding of students' meeting with war and labor veterans, staff of the Department of Internal Affairs, churchmen etc.;
- Organization and holding of youth festivals (sport competitions, concerts of BTEU students club etc.);
- Development of information bank about actual problems of internal and external policy of the Republic of Belarus, as well as about progressive technologies of publicity media and other forms of ideological work;
- Improvement of informational and educational work among students and professors;

## **7. Pre-university training and vocational counseling:**

- Improvement of vocational counseling among pupils of secondary schools and secondary specialized schools, including the work of regional consumer cooperatives staff;
- Activation of vocational counseling and advertisement by the faculties and chairs for forming the student body of the university;
- Involvement of highly qualified staff with scientific degrees for work at the faculty of Business Education;
- Development of integrated plans school-university and secondary specialized school – university in order to raise the quality of school-leavers' training for centralized tests;
- Permanent studying of market needs for second higher education graduates and activation of organizational work of students intake in order to broaden specialties and specializations for post-graduate education;
- Organization of foreign students' intake and their education at the Preparatory Department of The Faculty of Business Education.

## **8. Staff supplies:**

- Professors staffing, high level of pedagogical training in accordance with the requirements of basic status of university and economic profile of university;
- Fulfillment of sectoral program “Personnel 2006-2010”.

## **9. Development of material and technical basis:**

- Annual disbursement of finance for upgrading educational and research basis by not less than 5%;
- Material and technical basis maintenance in accordance with active sanitary, fire-preventive and technical norms;
- Fulfillment of the Program of energy-consciousness for 2006-2010, the Directive of the President of the Republic of Belarus №3;

## **10. Financial maintenance of university activities:**

- Admission of students on paid basis, partly using this money for upgrading and protection of material and technical basis, and social protection of students and staff;

- Rise of volumes of types of payable service and developing new forms of payable service;
- Financing of research, experimental technical projects and assimilation of new types of energy-saving and computer technologies at the expense of innovational fund of Belarusian Republican Union of Consumer Societies;
- Fulfillment of anticipated indicators of growth rate of payable service in accordance with the standards set by Belarusian Republican Union of Consumer Societies.