

INTERNATIONAL EUROPEAN UNIVERSITY



# 2021-2031 DEVELOPMENT STRATEGY

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# INTRODUCTION

The Development Strategy of International European University defines promising areas of development and indicators of increasing the efficiency of University operations until 2031 in order to ensure high-quality educational and scientific activities for different groups of population during their life.

The Strategy is developed according to Ukrainian and international experience, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), ISO 9001:2015 standards, relevant laws of Ukraine and other regulatory legal acts.

## University Mission

A significant contribution to the development of society by creating, preserving, and promoting contemporary knowledge based on internationalization and integration of education and practice based on the principles of creativity, academic integrity, and freedom from discrimination.

## University Vision

The Vision is the establishment of International European University's leadership in the global scientific and educational space in order to train skilled professionals capable to think creatively, adopt innovations and become a part of the European and global community.

The Development Strategy of International European University for 2021-2031 is the result of numerous discussions of all members of the educational and scientific community about what the university should be in 10 years, where they would dream to study and work.

The University Development Strategy until 2031 defines our responsibility for a worthy contribution to the advancement of our country and the world. Taking into account the rapid changes of recent times and supposing potential challenges, we strive to make our work more meaningful and compelling for society. We aim to achieve consistency, excellence, flexibility and sustainability not only to overcome challenges and be ready for changes but also to be proactive.

# EDUCATIONAL PROCESS

The strategic task is to ensure qualitative higher education of all students, their competitive ability on the labor market, which will allow them to unlock their potential, make a significant contribution to social development and international community. Caring about comprehensive personal development and high-quality training for future professional activities, realizing our liability and taking into account real social economic and environmental challenges, we train specialists capable of:

- learning and acquiring contemporary knowledge throughout life
- generating new ideas
- thinking critically and analytically
- being fluent in a foreign language to broaden their worldview and capabilities in scientific and professional sectors
- making reasonable decisions in professional activities
- acting confidently in the face of uncertainty
- being a leader
- taking on the responsibility or being responsible
- respecting values of freedom, dignity, honesty.

## Goals

Professional competence: to detect and develop existing and potential capabilities of each student using unique interdisciplinary educational programs, by organizing various forms of practical activities, the efficient system of internal quality control of the educational process, taking into account development trends in the European education system

## Objectives

- To develop and update educational programs given the needs of society, community, stakeholders (increase in the practical component)
- To develop dual and other forms of study, in particular, online, distance, blended, inclusive education
- To develop educational programs for the acquisition of soft skills
- To develop, support and recognize non-formal education
- To develop English-speaking programs
- To create the English-speaking space at the University
- To establish an intercultural tolerant environment based on human rights and freedoms

Goals

Objectives

Innovativeness: development of innovations, promotion of project implementation

- To ensure the uniqueness of educational programs, taking into account the world's latest innovative scientific achievements
- To apply new teaching methods
- To adopt innovative, interactive technologies and modes of study
- To facilitate the establishment of startups
- To develop innovative projects, including with international partners
- To maintain the innovation focus of the University's educational and scientific programs and research initiatives concerning social, environmental and economic issues, promoting sustainable solutions and contributing to positive changes

Partnership: development and constant advancement of educational programs at the request and in cooperation with employers

- Active involvement of employers in the discussion of educational programs
- Efficient cooperation with partner organizations on students' implementation of theoretical knowledge in practice
- Taking into account the needs of the labor market in the region where the University campuses are located
- To develop partnership with employers abroad. To take into account their requirements when developing or reviewing educational programs
- To ensure the principle of fair mediation in the University's relations with stakeholders

Academic integrity: the key principle of scientific and educational activities of the University

- To develop the culture of academic integrity
- Compliance with the standards stipulated in the University's Code of Academic Integrity
- Responsibility for violations of the academic integrity standards

Goals	Objectives
<p>Academic mobility at all stages of study: development of international partnership for the implementation of academic mobility programs by students and the academic staff</p>	<ul style="list-style-type: none"> <li>• To expand the number of University partners among foreign higher education institutions</li> <li>• To increase participation in ERASMUS+ intergovernmental programs</li> <li>• To develop an efficient mechanism for the exercise of the right to both academic mobility and participation in other grant programs for all participants in the educational process by involving more academic mobility programs and increasing the number of employees taking part in international programs</li> </ul>
<p>Digitalization: creation of an industry of innovative technologies and training tools that comply with the global scientific and technical level</p>	<ul style="list-style-type: none"> <li>• To use public educational resources (own solutions and solutions by world's leading universities) in the training process</li> <li>• Digitalization of managerial and educational processes (paperless policy)</li> <li>• To create and expand the number of online courses and advanced training courses, particularly abroad</li> <li>• To launch our own SMART UNIVERSITY digital platform to encourage efficient and rational nature management</li> <li>• To launch a training platform to prepare students for KROK 1 and KROK 2 integrated licensed exams and Professional English tests</li> <li>• To promote information literacy of all participants in the educational process</li> </ul>
<p>Continuing professional development: lifelong learning</p>	<ul style="list-style-type: none"> <li>• To develop courses and short-term educational programs for lifelong learning</li> <li>• To organize forums, conferences, workshops</li> <li>• To establish close cooperation with partners to conduct CPD activities</li> </ul>

The University has established the efficient internal system for higher education quality assurance, which functions and advances according to the European best practices:

- accreditation of educational programs by NAQA and international agencies recognized in Ukraine
- accreditation of the Medicine educational program by the WHO recognized international agency
- institutional accreditation by the international agency recognized in Ukraine
- establishment of the system for education quality regular monitoring and compliance with the recommendations of accreditation agencies

#### **KPI**

- Increase in the student population.
- Participation in academic mobility programs
- 90% of students receive continuing education in the specialty
- 100% of graduates are employed by profession
- Successful accreditations, including international and institutional ones
- Guaranteeing the development of high-quality educational programs in accordance with national and international educational standards aimed at training specialists with appropriate competencies, taking into account a wide range of educational needs of students and stakeholders
- Increase in the number of double degree programs

# DEVELOPMENT AND TRANSFER OF SCIENTIFIC ACHIEVEMENTS

## Ambitions

International European University integrates science and innovations by expanding international scientific, scientific and technical cooperation, introducing relevant topics of fundamental research, and establishing powerful scientific schools. It carries out systematic measures to prevent and detect academic plagiarism, promotes the culture of academic integrity.

### Goals

International European University is a leader in scientific research among Ukraine's higher education institutions

### Objectives

- Increasing funding of scientific and educational research due to the expansion of financial sources, in particular from international, industry-specific programs and grant financing
- Establishment of scientific and interactive laboratories as part of international projects for the collaborative use of unique equipment by students and the academic staff.
- Organization of joint research and development institutions, scientific parks, business incubators, technological parks, clusters
- Commercialization of research findings and solutions involving Ukrainian and foreign subjects of innovation activities, entering national and world markets of scientific solutions and technologies

## Goals

Encouragement of research activities

## Objectives

- Support of our own scientific publications, constant improvement of the quality of publications in order to increase their bibliometric indicators reflecting the level of citations in leading science databases
- Continuous monitoring of the publication activity of the academic staff in publications included in the Scopus, Web of Science international science databases
- Carrying out applied innovative research activities on topical problems of public health and social economic development
- Increasing the level of protection of intellectual property rights for own solutions and technologies, including abroad, by obtaining protection documents

## KPI

- The amount of scientific research activities
- The volume of attracted grant funds for conducting scientific research
- The number of articles in publications included in the Scopus, Web of Science international science databases, journals with impact factor, in Ukrainian and/or international professional publications
- The increasing number of winners of All-Ukrainian Student Research Paper Competitions



# MEDICAL ACTIVITIES

## Ambitions

The Clinic of International European University is a well-known healthcare center due to the high quality of delivering healthcare to the population using cutting-edge technologies and involving globally recognized specialists.

The Clinic provides students, doctors and the academic staff with practical skills and clinical training. Clinical activities are aimed at improving the quality of human life and solving medical issues due to the extensive network of partner relationship and cooperation.

The Clinic is a base for the development, testing and adoption of new medical technologies, scientific and clinical research in cooperation with world leaders in the provision of medical care and services.

## Goals

The University Clinic provides world-class specialized and highly specialized medical care

## Objectives

- To establish the University Clinic including the Clinical Alliance of International European University (a model of cooperation with healthcare facilities of different forms of property) and the Clinic as a structural unit of International European University
- To provide high-quality medical care in accordance with the most progressive international standards with a high level of evidence base
- To provide patient-centered, multidisciplinary medical care that takes into account the patient's physical and mental well-being
- To achieve careful and professional service, individual approach and responsive attitude to each patient
- To apply high-tech equipment by the world's leading manufacturers, including state-of-the-art laser and minimally invasive techniques.
- To ensure the high quality of medical care by establishing a quality control and management system and involving the best international and national specialists in the provision of medical services
- To use the latest digital technologies to organize the provision of medical care to patients at the clinic (Smart Clinic), at a distance and communication of doctors with each other (telemedicine)

## Goals

The University Clinic is a place for clinical training and internship of medical students, academic staff in clinical disciplines, physicians

## Objectives

- To involve postgraduate students, staff of higher qualification (professors, associate professors) and doctors in providing medical care to patients
- To train students based on human values, professional ethics and legal culture
- To provide students, academic staff and health professionals with conditions for clinical practical training as part of appropriate educational programs
- To implement the practical part of training programs in internship and medical residency
- To take part in the training of the academic staff of higher qualification (Doctors of Science and Doctors of Medical Science)
- Involvement in the creation of advanced training and continuing professional development programs for physicians and the academic staff in clinical disciplines
- Maximum use of state-of-the art information technologies in treatment, diagnostic and educational processes
- To take part in improving the content of educational programs and their prompt revision based on the latest achievements of medical science, principles of evidence-based medicine, practice-oriented approach.
- To organize and carry out activities to promote a healthy lifestyle among the population

**Goals**

The University Clinic carries out research activities, develops, tests and implements new medical technologies

**Objectives**

- To take part in the planning of research and development activities aimed at creating and adopting innovative medical technologies
- To carry out analytical scientific and practical research in order to make suggestions on improving educational programs for training medical workers in accordance with modern trends in the development of medical science as an example of the efficient combination of medical education, science and practice
- To take part in expertise, approbation and adoption of new medical technologies, materials, medicines
- To organize and take part in scientific events on continuing professional development of doctors

**KPI**

- Establishment of the University Clinic; increase in the number of patients
- Involvement of highly qualified medical and scientific personnel in the provision of medical services
- Providing clinical training to pre- and postgraduate students
- Carrying out continuous professional development activities for doctors

# HR POLICY AS A COMPONENT OF HUMAN POTENTIAL DEVELOPMENT

## Ambitions

International European University is a community of talented people working constructively with each other as well as with students to improve the world around them. Such a strategic area as HR policy is aimed at establishing the intelligent resource of the University and creating an atmosphere encouraging the revelation and implementation of the innovative potential of the executive team, academic staff, research workers and students.

### Goals

The University supports talents

### Objectives

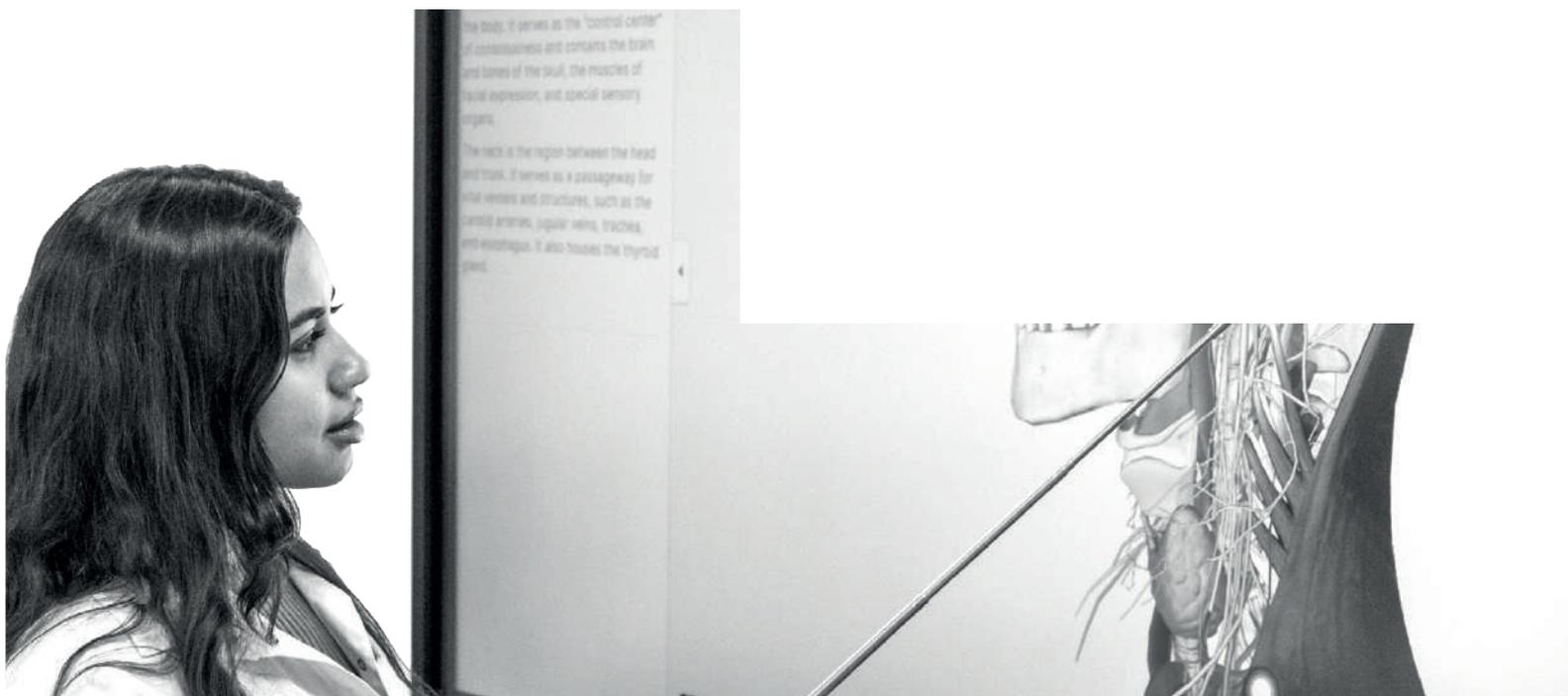
- To involve and support the highly qualified academic staff and employees at the University
- To improve the academic recruitment policy to hire prominent lecturers from around the world
- To develop the functional career guidance system aimed at engaging talented, gifted and motivated applicants given demographic and social economic conditions for country's development.
- To ensure freedom and flexibility for lecturers to develop their own research and teaching methods
- To work in partnership to meet business needs
- To introduce and support the practice of lifelong learning and continuous advancement
- To support a human-centered approach that will ensure a satisfying career for all our employees
- To establish and strengthen the corporate culture

## Goals

IEU provides favorable conditions for personnel development and social guarantees

## Objectives

- To introduce a staff motivation system in terms of their performance and stable interest of each employee in achieving the efficiency of University operations
- To provide lecturers, staff and students with high-quality foreign language training
- Comprehensive support of university research teams using professional training in research management, promotion of educational projects



## KPI

- The amount of the academic staff with a relevant certificate verifying English language proficiency at a level not lower than B2 or proper basic education – not less than 80%
- Increase in the share of the academic staff with academic degrees and titles, laureates of state prizes, members of the National Academy of Sciences, foreign scientific and other educational organizations
- Assistance in scientific internship of postgraduate students, doctoral students, interns, lecturers and scientists at higher education institutions and scientific institutions in Ukraine and abroad
- Further development of the system of material incentives for employees, differentiation of labor remuneration in order to stimulate efficient and initiative activities of all participants in the educational process



# DEVELOPMENT OF THE PERSONALITY – A PERSON AS A BEARER OF NATIONAL AND HUMAN VALUES, A CITIZEN OF HIS/HER COUNTRY AND THE WORLD

## Ambitions

Students of International European University are citizens of the world. International European University puts a person and his or her individuality first.

Each member of the IEU community is an educated citizen and at the same time a dynamic system open to changes, transformations and corrections aimed at comprehensive and harmonious development, which implies essential cultural education, revelation of talents in different sectors and areas, self-actualization and self-advancement, encouraging the comprehensive growth of personality.

The principle of International European University is the value-based unity reflected in similar positions and assessments of team members concerning the comprehensive development of people and harmonious education of personality and their ecological and mental interaction with the world within constant self-improvement and learning.

Goals	Objectives
<p>International European University is a community educating harmoniously developed personalities</p>	<ul style="list-style-type: none"> <li>• To build a dynamic system ensuring a student-centered environment that will encourage comprehensive and harmonious personality development</li> <li>• To develop a multi-language university culture using daily classes and communication in the Speaking Club</li> <li>• To develop a mental, highly ethical and moral culture</li> <li>• To establish a unique and multi-purpose religious university space uniting students of different confession.</li> <li>• To establish a modern scientific and spiritual center aimed at developing consciousness, worldview, safety and self-protection.</li> </ul>

Goals	Objectives
<p>A student of International European University is a free but socially responsible person</p>	<ul style="list-style-type: none"><li>• Rapid adaptation of students to the University corporate culture and student community</li><li>• Establishment of the school of mentoring, tutoring and coaching</li><li>• Creation of a social and psychological climate and establishment of material and technical facilities in accordance with the university corporate culture</li><li>• Prevention of conflict situations</li><li>• Development of public legal awareness</li><li>• Membership in student communities of higher education institutions in Ukraine and worldwide, in international youth voluntary organizations</li><li>• Environmental responsibility</li></ul>
<p>A student of International European University is a talented and creative person</p>	<ul style="list-style-type: none"><li>• Individual approach to revelation and development of talents and capabilities of students</li><li>• Membership in All-Ukrainian and international youth organizations</li><li>• Organization and holding of conferences, workshops, co-working of different levels</li><li>• Creation of an information and media space</li></ul>
<p>International European University develops a fulfilled, healthy and prosperous person</p>	<ul style="list-style-type: none"><li>• Self-actualization according to students' capabilities and interests</li><li>• Acquisition of plenty of new knowledge and skills in other sectors</li><li>• Desire for a healthy lifestyle, social activity, physically healthy personality</li></ul>





## KPI

- 90% of students are proficient in at least two foreign languages
- The amount of events dedicated to national culture, national holidays and cultural actions intended to develop respect for culture, history, customs and traditions of various nationalities
- The number of collaborative projects in local and/or international voluntary organizations
- The amount of environmental programs and eco-projects
- The number and diversity of groups, associations, workshops, studios. The amount of events held and participation in events of youth organizations (All-Ukrainian Youth Center, National Ukrainian Youth Association, etc.)
- The number of university radio waves and channels
- The amount of additional classes aimed at self-advancement and self-development
- Creation of the football team of International European University



# INTERNATIONALIZATION, DEVELOPMENT OF INTERNATIONAL RELATIONS AND STRATEGIC PARTNERSHIP

International standards of the higher education quality and scientific research can be gained by establishing the University reputation as a responsible partner due to the cooperation with world's leading education institutions via long-term programs and projects designed to enhance the efficiency of educational, scientific and research activities

## Ambitions

**International European University is a world-class higher education institution**

Goals	Objectives
<p>International European University is a multi-cultural community training highly qualified specialists who will meet challenges on the global labor market</p>	<ul style="list-style-type: none"> <li>• Development and introduction of educational and professional, educational and scientific programs along with foreign partners (double degree programs, dual education programs, inclusive learning programs, etc.)</li> <li>• Optimization of university support structure for international scientific research</li> <li>• Introduction of annual planning of academic mobility programs as an integral component of the educational process by European schools and structural units of the University</li> <li>• Reimbursement of expenses, rewarding for active participation in international academic mobility programs and scientific projects</li> <li>• Expansion of the geography of countries whose citizens are interested in educational services export.</li> <li>• Development of a comprehensive marketing plan to attract talented foreign students</li> <li>• Creation of scholarship programs, mentoring programs, cultural adaptation support and other services promoting satisfaction and success of foreign students</li> <li>• Improvement of the quality of English proficiency among students, teaching staff and other university employees</li> </ul>



## Goals

## Objectives

International European University is a globally recognized Ukrainian university

- Introduction of teaching certain disciplines in English in Ukrainian-speaking programs
  - Intensifying involvement of visiting professors in teaching at the University
  - Development of short-term training programs (individual sets of courses, summer schools, etc.) in English on interdisciplinary topics that are in demand abroad
  - Creation of the necessary learning environment to ensure equal chances for academic success for Ukrainian and foreign students
  - Comprehensive work on designing an ecosystem of digital solutions in education and science, including the creation of a secure e-learning environment, providing the necessary digital infrastructure of the University, increasing the level of digital competence, digital transformation of processes and services, as well as automating data collection and analysis
  - Holding of training seminars for lecturers, staff and students on filling out and submitting applications for academic mobility grants
- 
- Representation of the University in national and international rankings and continuous improvement of its position
  - To prepare and obtain certificates of international accreditation of educational programs and the University as a whole in appropriate certification and accreditation agencies
  - Implementation of Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) in the education quality assurance system with proper modernization of University's educational programs

## Goals

## Objectives

International European University  
is a reliable partner

- Establishment of separate structural units of the University abroad in order to ensure safe learning conditions and popularization of Ukrainian education and culture abroad
  - To improve the international reputation of the University by providing high quality teaching, research and additional services of the University
  - Active participation in exhibitions, conferences and other events related to education, which increases the recognition of the University
  - Constant updating of information materials in foreign languages regarding the areas of scientific, educational and other activities of the University
  - To improve existing and create new promotional resources (websites, social media, publications, digests, etc.)
- 
- Establishment of a global network with existing strategic partner universities and involvement of new partners
  - Membership of the University in international university and industry-specific associations.
  - To establish and maintain relations with diplomatic institutions of other states
  - Enhancing the attractiveness of International European University as an outstanding research center
  - Increase in the number of international research grant projects, strategic expansion of research partnerships in the European Union and worldwide

**Goals****Objectives**

- Establishment of project teams on interdisciplinary topics that meet modern social challenges and priorities of the largest grant programs for participation in international consortia
- Periodic monitoring of the level of activity under international agreements, creation of roadmaps for the implementation of international cooperation programs
- Thorough analysis of opportunities of international associations and networks, active participation in activities of such organizations

**KPI**

- The number of foreign students
- The number of English educational and professional programs, educational and scientific programs
- The amount of international academic mobility programs
- A position of the University in ratings – in Ukrainian ratings – top twenty;
- Accreditation of educational programs in international accreditation quality agencies;
- The amount of associations with membership
- The amount of international conferences
- The number of grants (the sum of grant costs)
- The number of double degree programs
- The number of international agreements

# INNOVATIVE MANAGEMENT, FINANCE AND INVESTMENTS

A strategic area of education quality assurance, namely the university competitive ability, is achieved by applying cutting-edge methods of organizational, personnel, financial and innovation management. Innovative financial management is critical not only to ensure the sustainability of the university but also to fulfill our ambitious strategic goals. It is impossible to reach these goals without creating a single integrated information environment as the accumulation of the information, software and hardware infrastructure, tools, procedures and methods for making efficient managerial decisions based on their application, which will ensure the optimization of University functioning. We will run the University more efficiently and generate funds required to implement the Strategy.

## Goals

## Objectives

### Attraction of investments

- Proceeds from participation in international grant projects
- Attraction of foreign investments, funds of patrons and sponsors, those encouraging the University development; participation in joint international and regional projects
- Preparation and implementation of a range of collaborative projects aimed at advancement and development of material and technical facilities with partners

Goals

Objectives

Development of material and technical facilities

- Further implementation of the program for full repairs of training buildings, dormitories, clinical departments, state and communal healthcare institutions, and other premises
- Construction of the training building, dormitory, sports and recreation complexes, university clinic, simulation medical center, rehabilitation center.
- Establishment of the joint training facility with other universities beyond Kyiv or Ukraine

KPI

- The volume of foreign investments
- The number of joint international and regional projects
- The total area of refurbished premises

# EQUALITY AND INCLUSION

International European University is a university of equal opportunities for everyone. The 2021-2031 Development Strategy of International European University is aimed at developing intellectual, creative and professional potential of all participants in the educational process. One of its key areas is the activity aimed at creating an inclusive educational environment, providing conditions for self-fulfillment of each participant in the educational process, access to high-quality educational and other services provided by the university, taking into account the needs of each person.

The key institutional value is equality and inclusion, which is also stipulated in the University Statute. We realize that ensuring equality and inclusion is critical to the development and success of the University, which will allow us to achieve the vision and accomplish the mission of the University.

Our vision is to be a place where everyone can have access and benefit from opportunities offered by higher education and unlock their potential. We believe that our strategic focus on equality and inclusion enables us to attract and retain highly skilled staff and students with greater opportunities and needs.

The core principles of inclusiveness of our university include:

- respect for the inherent dignity of the individual, his or her personal autonomy, in particular, the freedom to make his or her own choices, and independence;
- equality of opportunities;
- equality of men and women;
- fostering tolerance and mutual understanding in the educational environment, and non-discrimination;
- transparency and flexibility of education, ability to respond quickly to changes and challenges, full and efficient involvement in the educational process;
- respect for particularities of persons with special educational needs and/or disabilities and accepting them as a component of human diversity and part of humankind;
- ensuring architectural, informational, educational and social accessibility of the educational environment;
- respecting abilities of persons with special educational needs and/or disabilities and ensuring their right to preserve their individuality;
- innovativeness, analyzing, searching for and implementing the best approaches in inclusive practice;
- adherence to quality standards of educational services and scientific and methodical support;
- consistency and coordination of actions of units and participants in the educational process;
- continuity and consistency of inclusive education at all levels of education;
- individualization of education and harmonious development of personality;
- involvement in public life, socialization, preparation for professional activities.

**Goals****Objectives****Availability of physical space**

- To ensure principles of versatile design and reasonable adaptation to the needs of everyone at the university or in its territory.
- To bring the territory, buildings and premises of the university campuses into compliance with the requirements of state construction norms, standards and rules. If it is impossible to fully adapt them for the needs of persons with disabilities, to make reasonable adaptation taking into account versatile design
- To ensure accessibility of the adjacent territory to the building of the education institution (traffic routes, parking area)
- To provide barrier-free entry (entrances, exits, stairs, ramps)
- To ensure unobstructed movement in the premises (corridors, elevators, signs, pictograms)
- To adapt the premises (traffic routes, common and sanitary areas, recreational areas)
- To provide the opportunity to freely receive information about the higher education institution and educational services provided in various formats (enlarged font, Braille, electronic format, etc.)
- To ensure free navigation (orientation) at the University and the adjacent territory.

**Availability of educational activities**

- To define indicators and criteria of the level of inclusiveness of the educational environment at the University
- To develop the methodology for condition monitoring, collect and analyze relevant information, and formulate appropriate recommendations
- Periodic monitoring to identify the needs of participants in the educational process (students and staff of the University, as well as persons receiving educational and other services at the University)

Goals

Objectives

- Support of the interdisciplinary approach, wide introduction of individual educational trajectories as the accomplishment of the task of taking into account the needs and possibilities of each participant in the educational process
- To ensure flexibility of educational programs, variety of educational methods, taking into account the needs of students and their particularities in mastering the material (particularities of perception, learning and reproduction of information);
- Diversity of methods, techniques and approaches to learning
- To ensure flexibility of administration, search for efficient management solutions
- To provide appropriate training for the academic staff, teaching staff and university administration to understand the ways and necessity of better integration of new educational methods, auxiliary technologies into the practice and daily functioning of the University
- To support all participants in the educational process
- To establish a support center for students with special educational needs
- Involvement of students in working at the support center for students with special educational needs

Development of the social environment

- To organize educational and organizational support, namely assistance in the organization of training to participants in the educational process, to monitor the accomplishment of the individual educational plan of the student with special educational needs, to organize individual consultations, etc.

Goals

Objectives

- To organize psychological and pedagogical support, namely, to provide psychological and pedagogical assistance to students with special educational needs during the educational process
- To provide social support, namely to create conditions for social and welfare support of students with special educational needs, including the provision of information and assistance when arranging dormitory accommodation, obtaining technical means of rehabilitation, organizing volunteer assistance to support such students



# SUSTAINABLE DEVELOPMENT

The area of sustainable development is a priority at International European University. Education is a driving force for sustainable development, and the University is a flagship in introducing green and digital transformations in the educational process and expanding opportunities for students to positively affect the world.

The IEU Sustainable Development Strategy is based on the establishment of the University's educational ecosystem that meets the needs of the current generation for educational services without compromising the ability of future generations to meet their own needs.

This model of University and society development is focused on achieving the best possible balance between three components of development: economic, social and environmental, and has an innovative direction based on the use of the best available knowledge and scientific achievements. The high intelligent level of human potential should ensure Ukraine's competitiveness in the future. Working together, let's create a more sustainable future for all of us.



Goals

Objectives

High-quality education, research and innovations to protect the environment, health and wellness

- To promote the culture of healthy lifestyle, health prestige, support and comprehensive provision of physical education and sports for lecturers, employees and students
- To provide psychological consultations, psychological diagnostics and psychological trainings, psychological monitoring and support of vulnerable groups
- To use scientific findings to improve the quality of educational programs at all levels, increase environmental awareness and engage the university community in environmental conservation
- To introduce practice-oriented and dual forms of education based on digital technologies, e-learning and e-management tools
- To develop the innovation focus of the University's education and scientific programs and research initiatives that promote sustainable solutions and contribute to positive changes

Sustainable functioning based on integrity, inclusion and gender equality is the key to decent work and economic growth

- To educate students as equal participants in the educational process, responsible for the quality of training according to the individual trajectory, taking into account their abilities and vision of future activities
- To ensure full and qualitative inclusive higher education for persons with disabilities on equal terms, which will contribute to their fulfillment in future life
- To provide students with a sense of tolerance, inadmissibility of discrimination, gender equality, readiness to live in a multicultural environment
- To improve the system of academic staff training and advanced training

Goals

Objectives

Sustainable community development based on responsible consumption and production

- To use the system of key performance indicators (KPIs) in the process of academic staff competitive selection.

- Greening of the educational infrastructure
- Cooperation with local partners to develop projects aimed at solving sustainable development issues in our region
- To involve participants in the educational process in initiatives aimed at increasing responsibility for the environment; saving consumption, promoting the development and dissemination of eco-friendly technologies

Partnership for peace, justice and sustainable development

- Compliance of the university community with regulations on prevention and settlement of conflicts of interest
- To ensure transparency and objectivity of the system of assessing students' learning outcomes
- Active cooperation with business entities in order to identify problems in the corresponding subject area to fill the scientific component of university's academic staff activities with particular content
- To expand cooperation for sustainable development with international organizations and the world's leading universities

# AREAS OF POST-WAR RECONSTRUCTION

- Assistance to the defense of Ukraine, comprehensive support of employees and students who stood up with arms in their hands to defend the Motherland! Preservation of jobs for the defenders of Ukraine.
- Volunteering, donations, blood donation.
- Safe educational environment and safety of participants in the educational process, support of inhabitants of the occupied territories and destroyed communities.
- Support of an active part of the educational environment ready for progressive changes.
- Military and patriotic education and promotion of values of the free democratic society.
- Updating educational programs with the focus on learning outcomes.
- Creating an inspiring, student-centered learning environment that expands educational opportunities and provides flexible educational trajectories.
- Exchange of leading practices with higher education institutions abroad.

*The implementation of the Development Strategy of International European University until 2031 will allow the University team to respond to the current challenges with dignity, to assert the high status of the University at the national and international levels using significant contributions, as well as to constantly enhance its own competitiveness. To fulfill one of the main functions of strategic management, which consists in flexible regulation and prompt changes in response to external challenges, one will establish the Education Quality Council that will monitor and provide an objective assessment of the implementation of the Strategy and will promptly introduce the necessary adjustments to the Roadmap of the International European University development in accordance with amendments to the regulatory framework of the state and documents regulating the University's entry into the international educational and scientific space.*





*We will pursue aspirations focused on delivering sustained and consistent excellence and developing the flexibility and sustainability to keep pace ahead of the changes we will experience in an unpredictable world. These aspirations all align to our strategic vision for 2031*

*PRESIDENT OF INTERNATIONAL EUROPEAN UNIVERSITY  
ALLA NAVOLOKINA*

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# 2021-2031 DEVELOPMENT STRATEGY

