APPROVED BY:
The Work Team Meeting of
International European University
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RECTOR'S REPORT

on Activities of International European University
in 2023

Kyiv - 2023

INTERNATIONAL EUROPEAN UNIVERSITY

MISSION

Significant contribution to the development of society by creating, preserving and promoting contemporary knowledge based on internationalization and integration of education. Adoption of best practices based on the principles of creativity, academic integrity and freedom from discrimination.

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KEY ACHIEVEMENTS OF THE UNIVERSITY IN 2023

• ***Increased licensed volume*** for the first (Bachelor) and second (Master) levels of higher education.
• The University obtained a license to ***carry out educational activities in post-graduate education*** – for training primary specialization specialists (internship).
• The Medicine educational and professional program has successfully passed the ***post-accreditation monitoring by the Independent Agency for Accreditation and Rating (IAAR)*** recognized by the World Federation for Medical Education (WFME) and included in the European Quality Assurance Register for Higher Education (EQAR) with 95% of the average rate of fulfilling the provided recommendations, confirming its compliance with the standards of international Master's program accreditation (based on WFME/AMSE standards).
• The University has become an ***associate member*** of the European University Association (EUA), the Association of Medical Schools in Europe (AMSE), the International Association for Medical Education (AMEE), the Association to Advance Collegiate Schools of Business (AACSB), the Central and East European Management Development Association (CEEMAN), the European Network for Academic Integrity, the European Association for International Education (EAIE), which is an important contribution to supporting international development and partnership, providing the University with the opportunity to actively participate in the exchange of experience and best practices, as well as increasing the competitiveness of the institution on the international education market.
• International European University is included in the National Registry of Foreign Recognized Higher Education Institutes of the ***Hellenic National Academic Recognition and Information Center – Hellenic N.A.R.I.C***. as well as in the list of foreign universities recognized by the Australian Medical Council.
• The University obtained the right for its graduates to pass ***certification in the Educational Commission for Foreign Medical Graduates (ECFMG)*** for further studies and employment in the USA.
• The University is included in the ***database of foreign institutions*** recognized in the ***Federal Republic of Germany.***
• The University initiated additional ***specialization courses for doctors.***
• The University initiated activities at the third (educational and scientific) level of higher education and ***introduced the postgraduate program.***
• Successful completion of the competitive selection for funding as part of the ***European Union's Erasmus+*** program for 5 projects in international consortia: ERASMUS+ KA220-IMPROSONO: Advancement of Ultrasound Diagnostic Skills of New Healthcare Graduates, ERASMUS+ KA220-HED NatAlli: Fostering the Renascence of Societies Through Lifelong Learning Mentoring Programmes and Allies, ERASMUS+ KA220-YOU MY PEACE: MUSIC FOR YOUTH – A Peace Building Approach, Erasmus+ KA220-HED ME+: Inclusion, Participation and Development of Peace via Mediation in Digital Mass Media, ERASMUS+ UA-TALENT-UP: Enhancing Entrepreneurship, Creativity and Intercultural Competencies of High-Quality Teaching in Ukraine.

• The University obtained a temporary license to provide education in the Republic of Malta on a humanitarian basis for the period of military operations in Ukraine. It ensured the possibility of safe education for students at the University's Maltese campus.
• ***The University is ranked 4th*** among Ukrainian higher education institutions and ***498th*** in the ***UI GreenMetric World University Rankings*** assessing higher education institutions that are most successful in implementing the Sustainable Development Goals in all aspects of their activities.
• ***Confirmation of an insignificant degree of risk*** from conducting economic activities in higher education based on the results of the assessment by the State Service of Education Quality of Ukraine.
• ***49th place*** among the best higher education institutions in Kyiv and ***193rd*** (+6) among all higher education institutions in Ukraine in the ***Consolidated Ranking of Higher Education Institutions.***
• ***173rd*** (+9) place in the ranking of higher education institutions of Ukraine according to indicators in the SciVerse Scopus scientometric assessment system.
• ***352nd*** (+147) place among scientific organizations and institutions of Ukraine according to the consolidated assessment of citation of scientists' papers in SCOPUS, Web of Science, Google Scholar ***according to the National h-index ranking.***
• ***4402nd*** (+429) place among European universities, 221st (+10) place among Ukrainian higher education institutions in the ***Webometrics Ranking of World Universities.***
• The University established the ***Clinical Alliance of International European University***, which consists of ***42*** healthcare institutions of various forms of ownership, including foreign medical institutions, for high-quality practical training of medical students and medical interns, advanced training of health professionals, efficient research activities, development, testing and adoption of new medical technologies.
• The University established the Business Club of International European University and the Unified International Center for Language Certification of International European University.
• The University officially ***acquired the status of a publishing entity and was included*** in the state register of publishers, producers and distributors of publishing products; the University published its first book under its own ***publisher's identifier*** in the ISBN system.
• The University has successfully confirmed that the quality management system of the institution complies with the requirements of the ***ISO 9001:2015 Quality Management Systems.*** Requirements international standard by passing the annual audit.
• The University established the ***Unified International Center for Language Certification*** and received accreditation to conduct training and examinations of English language proficiency by ***Pearson – Pearson Test of English.***

SECTION 1.
PLACE OF INTERNATIONAL EUROPEAN UNIVERSITY IN THE EDUCATIONAL SYSTEM, SCIENTIFIC AND EDUCATIONAL SPACE OF UKRAINE AND WORLDWIDE. IMPLEMENTATION OF THE PUBLICITY STRATEGY

1.1. University in international and All-Ukrainian ratings

Despite the challenges posed by the second year of the devastating war in Ukraine as a result of the invasion of the Russian aggressor troops, the ongoing terror of the civilian population in the form of numerous air attacks, the financial and economic crisis in the country with the war-torn economy that limits the ability to invest in the development of the University, 2023 was a fruitful year for the University in terms of strengthening its position in the world and national rankings of higher education institutions, indicating the continuation of the upward trajectory of the University development, the proper strategy and mechanisms of its implementation.

In 2023, the University was ranked ***4th among*** Ukrainian higher education institutions and ***498th*** in the ***UI GreenMetric World University Rankings*** assessing higher education institutions that are most successful in implementing the Sustainable Development Goals in all aspects of their activities: infrastructure, water management, waste management, energy and climate change, transportation, environmental education and research. It should be noted that this year's ranking included a record number of higher education institutions – 1183 from more than 80 countries, including 19 universities in Ukraine.

In 2023, according to Osvita.ua, International European University was ranked ***49th*** among the best higher education institutions in Kyiv and ***193rd*** among all higher education institutions in Ukraine (+6 steps) (Fig. 1.1).

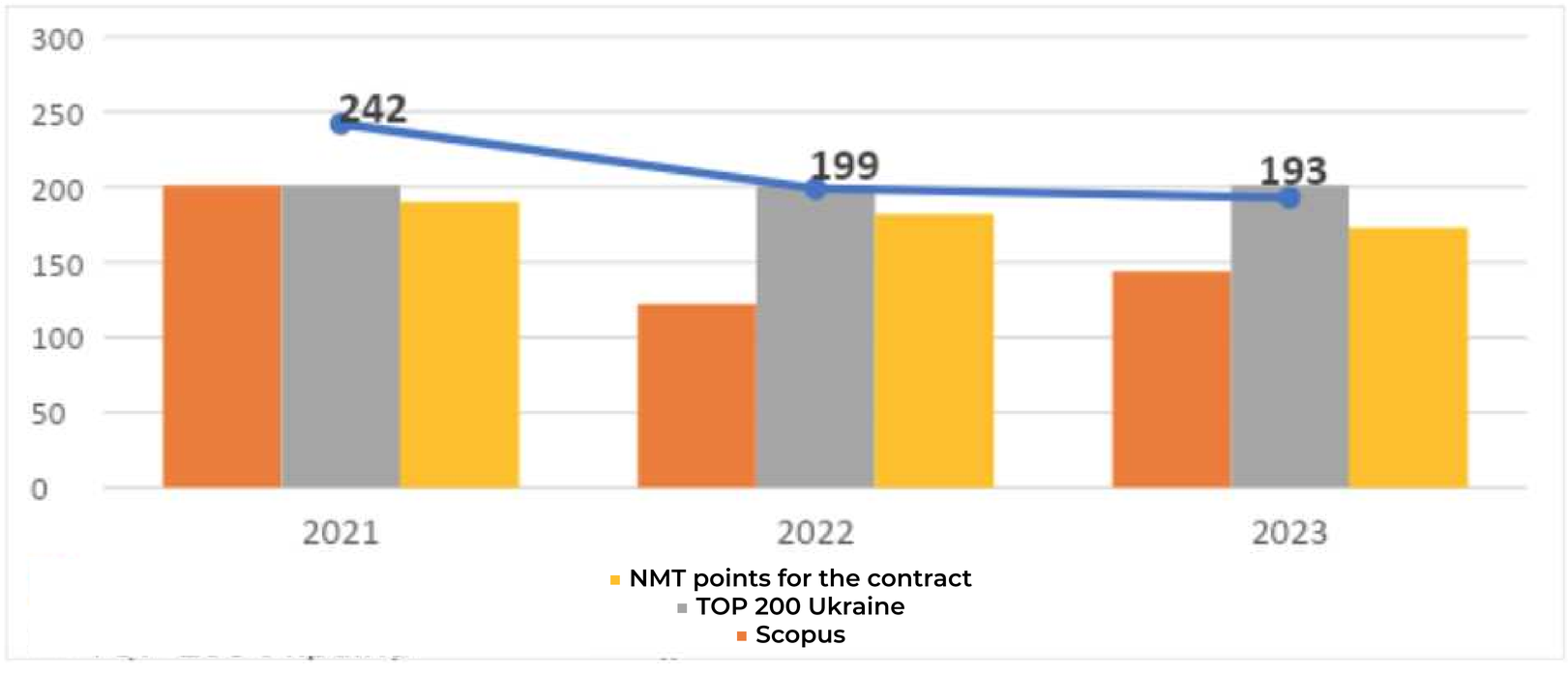


Fig. 1.1. Place of International European University in the Consolidated Ranking of Higher Education Institutions of Ukraine and its components in 2021-2023

The analysis of ranking indicators shows that the University stands alongside higher education institutions with longstanding experience in educational activities on the national market in the Consolidated Ranking of Higher Education Institutions, which indicates the competitiveness of International European University on the educational services market (Fig. 1.2). The University is steadily rising in the ranking, successfully competing with Ukrainian higher education institutions that have been operating for decades.

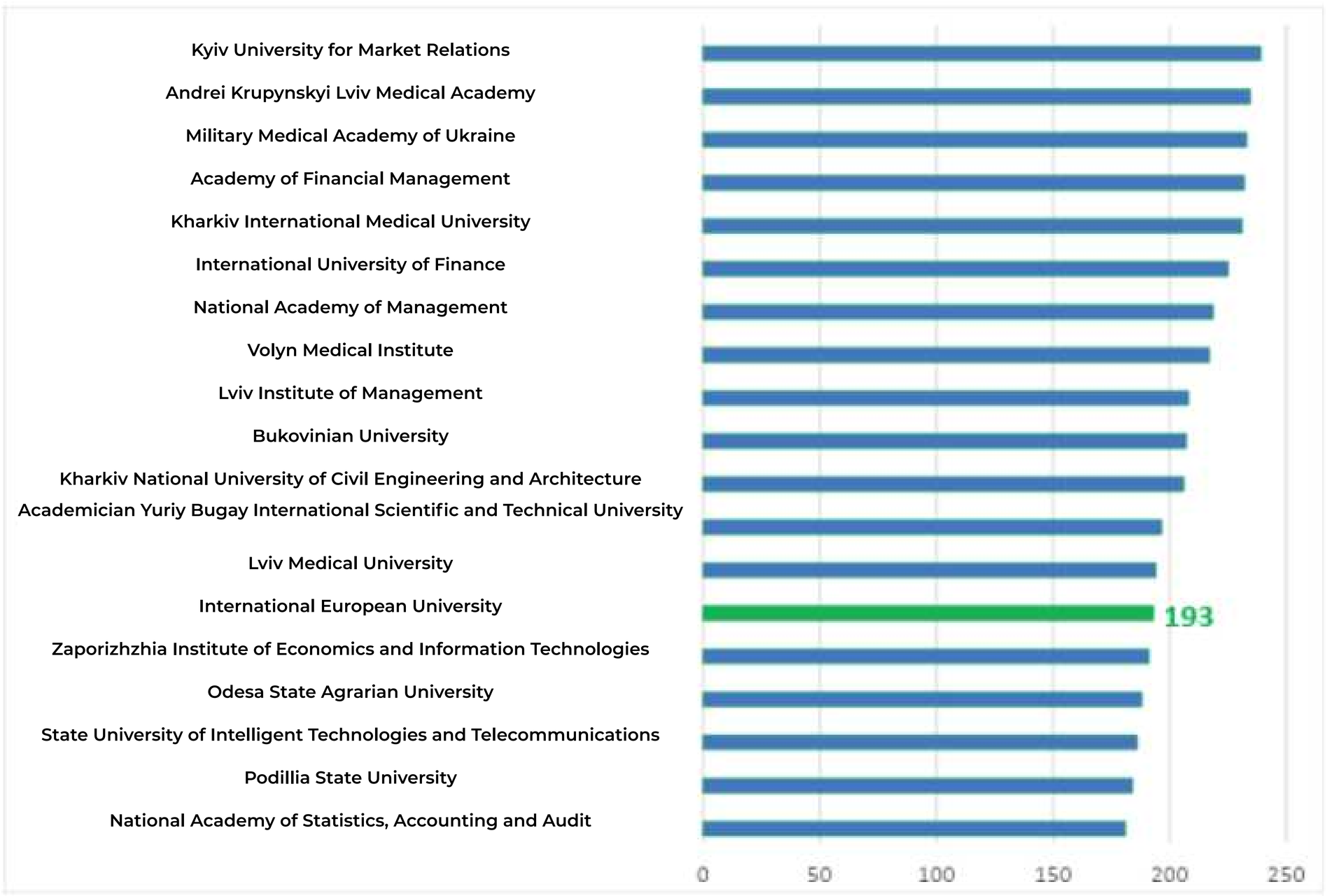


Fig. 1.2. Place of the University in the Consolidated Ranking of Higher Education Institutions of Ukraine in 2023

To increase the competitive ability and establish a positive reputation of the higher education institution, it is important to promote the University in the scientific and educational space of Ukraine and worldwide by scientometric indicators of research quality assessment.

In the reporting year, the University maintained a positive trend in improving its scientometric indicators determined by the number of scientific papers indexed in leading international scientometric databases and their citation. Thus, the University rose 9 steps in the ranking of higher education institutions of Ukraine by indicators in the SciVerse Scopus scientometric assessment system in 2023, taking the 173rd place among 204 higher education institutions (Fig. 1.3).

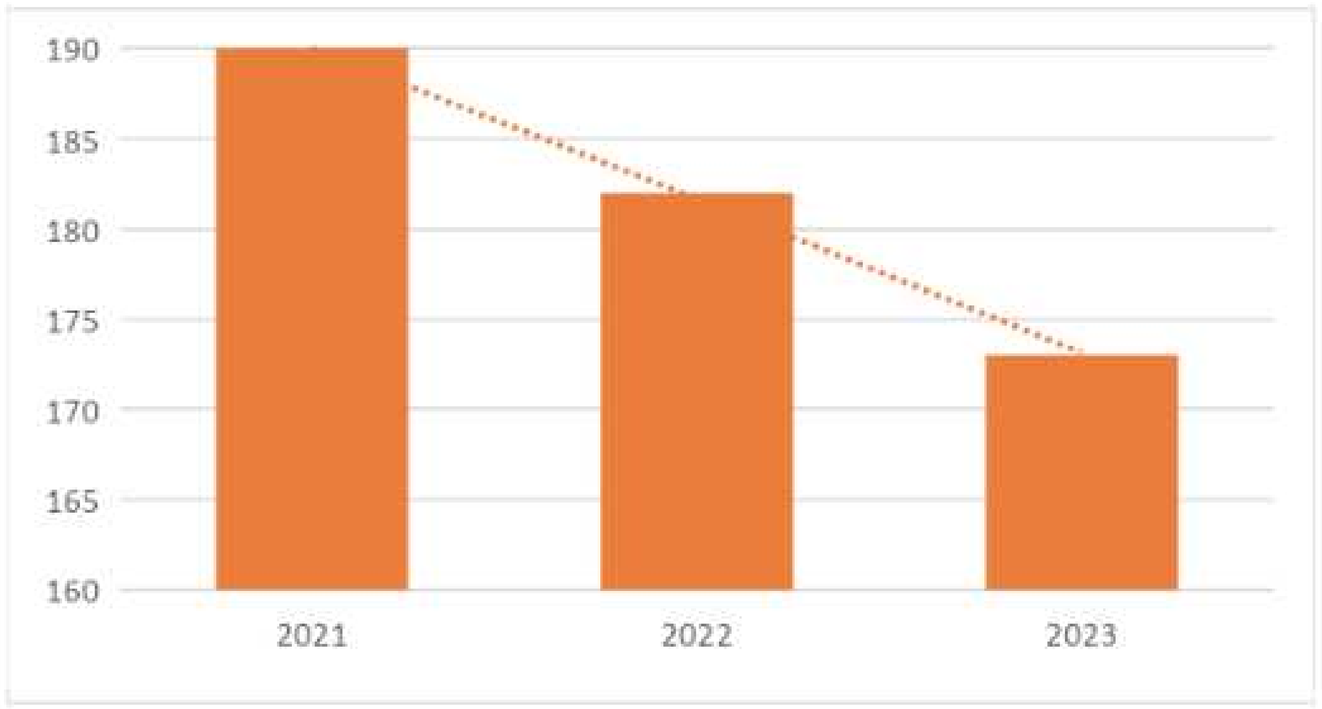
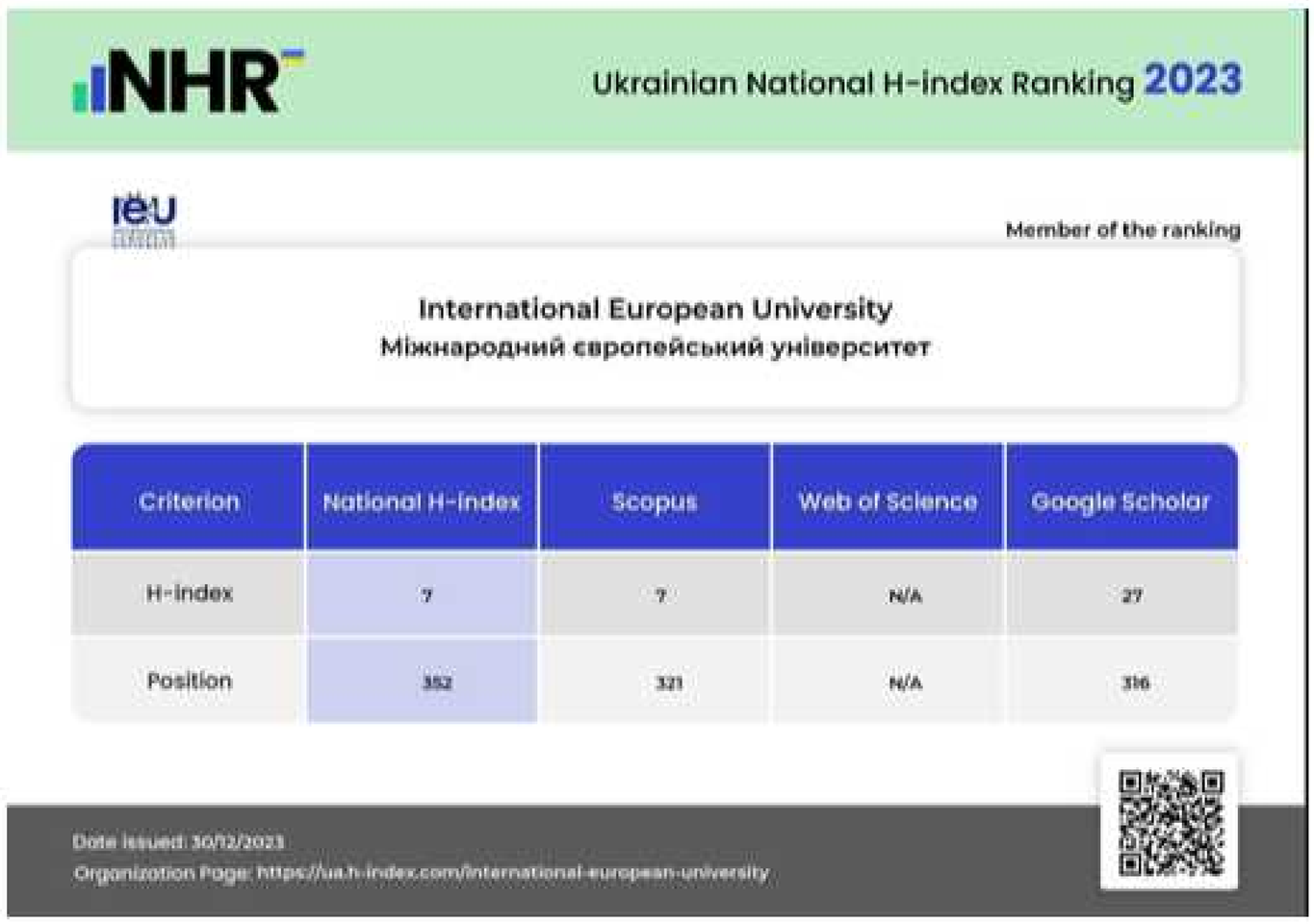


Fig. 1.3. Place of the University in the SCOPUS ranking in 2021-2023

The University rose 147 positions in the ***National H-index Ranking in 2023***, ranking ***352nd*** among all scientific organizations and institutions of Ukraine (Fig. 1.3) according to the consolidated assessment of citation of scientific papers in SCOPUS ***(321st place)***, Web of Science, Google Scholar ***(316th place)***. The University took ***318th*** place in the National H-index Ranking among education institutions of Ukraine.


NHR Ukrainian National H-index Ranking 2023

Member of the ranking

International European University
Міжнародний європейський університет

Criterion	National H-Index	Scopus	Web of Science	Google Scholar
H-index	7	7	N/A	27
Position	352	321	N/A	316

Date issued: 30/12/2023
Organization Page: https://ua.h-index.com/international-european-university

Fig. 1.3. Place of the University in the National H-index Ranking in 2023

Due to the viability of the growing trend in University ranking positions and the importance of implementing the publicity strategy, we will keep focusing on the following priority tasks:

- Enhancement of University's ranking indicators by improving mechanisms for efficient regulation of its operations.
- Holding efficient events for better University brand awareness and promotional and PR activities.

• Maintaining a system of transparent and autonomous functioning of the University according to the real potential.
• Ensuring academic and organizational autonomy of the University by adapting to the labor market realities.
• Providing favorable conditions to attract additional investments in the development of University's educational and scientific projects.
• Efficient interaction between the University and civil society institutions and structures in order to implement joint projects.

1.2. Implementation of the publicity strategy

The modern higher education space requires universities not only to have high standards of education but also to actively engage with their audience via publicity and information transparency. With society facing tough challenges caused by military operations, International European University (IEU) has taken on the task of implementing a publicity strategy aimed at enhancing the University's position on the educational services market. This strategy covers all structural units of the University and is designed to ensure the growth of its ranking positions, expansion of partnerships and the establishment of academic authority both at the domestic and international levels.
One of the crucial components of University operations is the implementation of the publicity strategy by all structural units, which generally ensures the following:
• enhancement of University positions on the educational services market;
• gradual growth and maintenance of its ranking positions; expansion of the range of efficient partnership; assertion of academic authority and increasing competitiveness of the institution on the Ukrainian and international markets.
This year, an important step towards achieving the above-mentioned goals was, in particular, the acquisition by International European University of associate membership in the European University Association (EUA), the largest European organization uniting more than 850 education institutions from 47 countries. It opens up new opportunities for the internationalization of University's activities and its cooperation with European universities and is an indicator of the University's international and national recognition.
During the reporting period, we provided active information support for strategic initiatives. The administration and the initiative group of the University actively published important materials highlighting scientific, educational and international achievements. It resulted in the growth of University visibility in Internet resources and on social media (see Table 1.1, Fig. 1.4).
Information work was not limited to the University's internal space. The University's public life was also widely covered: participation in international, all Ukrainian and regional projects, as well as volunteer initiatives. It was reflected in regular information about the involvement of students, lecturers and staff in socially important initiatives and meetings with well-known figures.

Table 1.1

Indicators of University visibility in online resources (social media, website) according to 2020-2022's data

	Audience coverage			Performance indicators	Number of publications			Performance indicator
	2021	2022	2023		2021	2022	2023	
Instagram	15 282	17517	1270404	+1252887	769	866	1017	+151
Facebook	161 560	187730	3067493	+2879763	2567	2574	4083	+1509
TikTok	14 592	18878	391047	+372169	302	343	411	+68
Linkedin	-	-	11879	+11879	-	-	91	+91

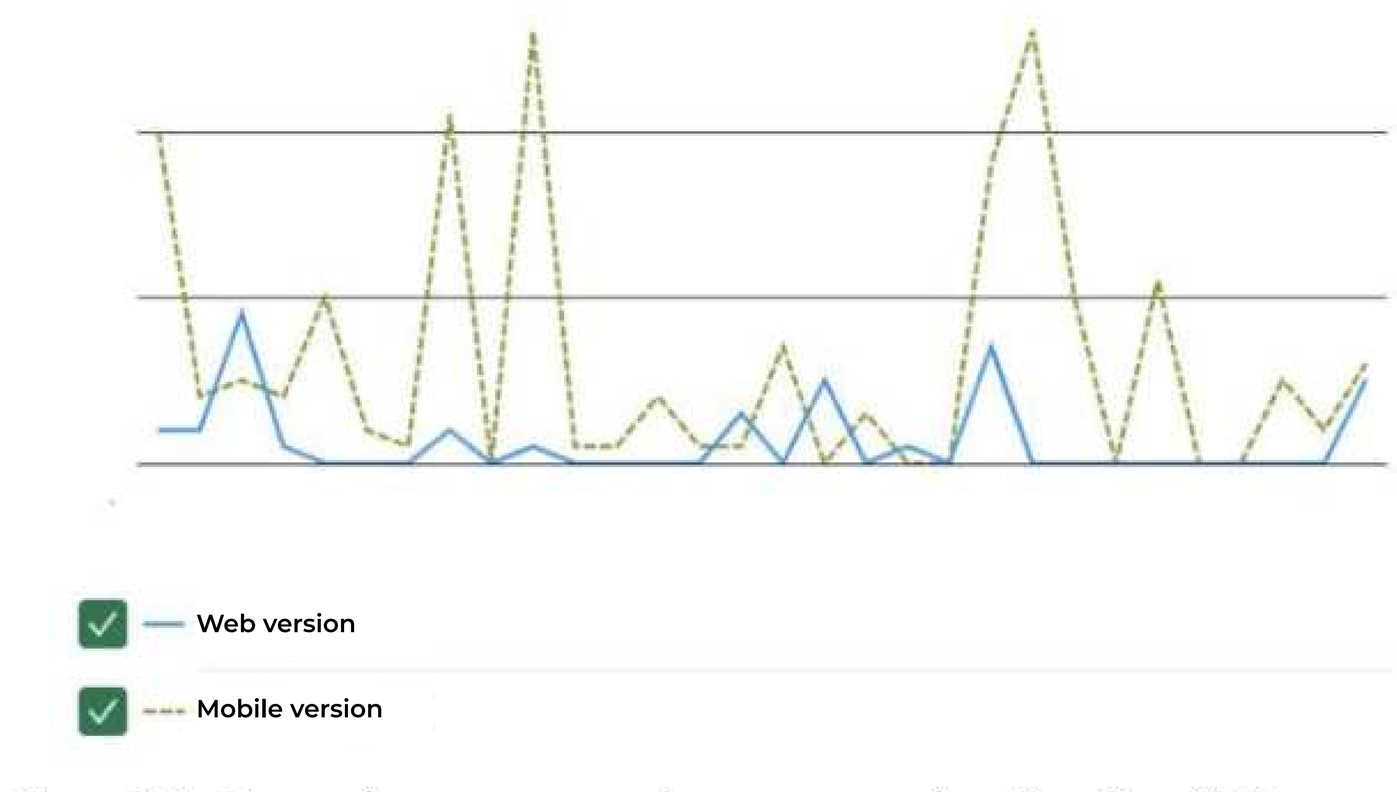
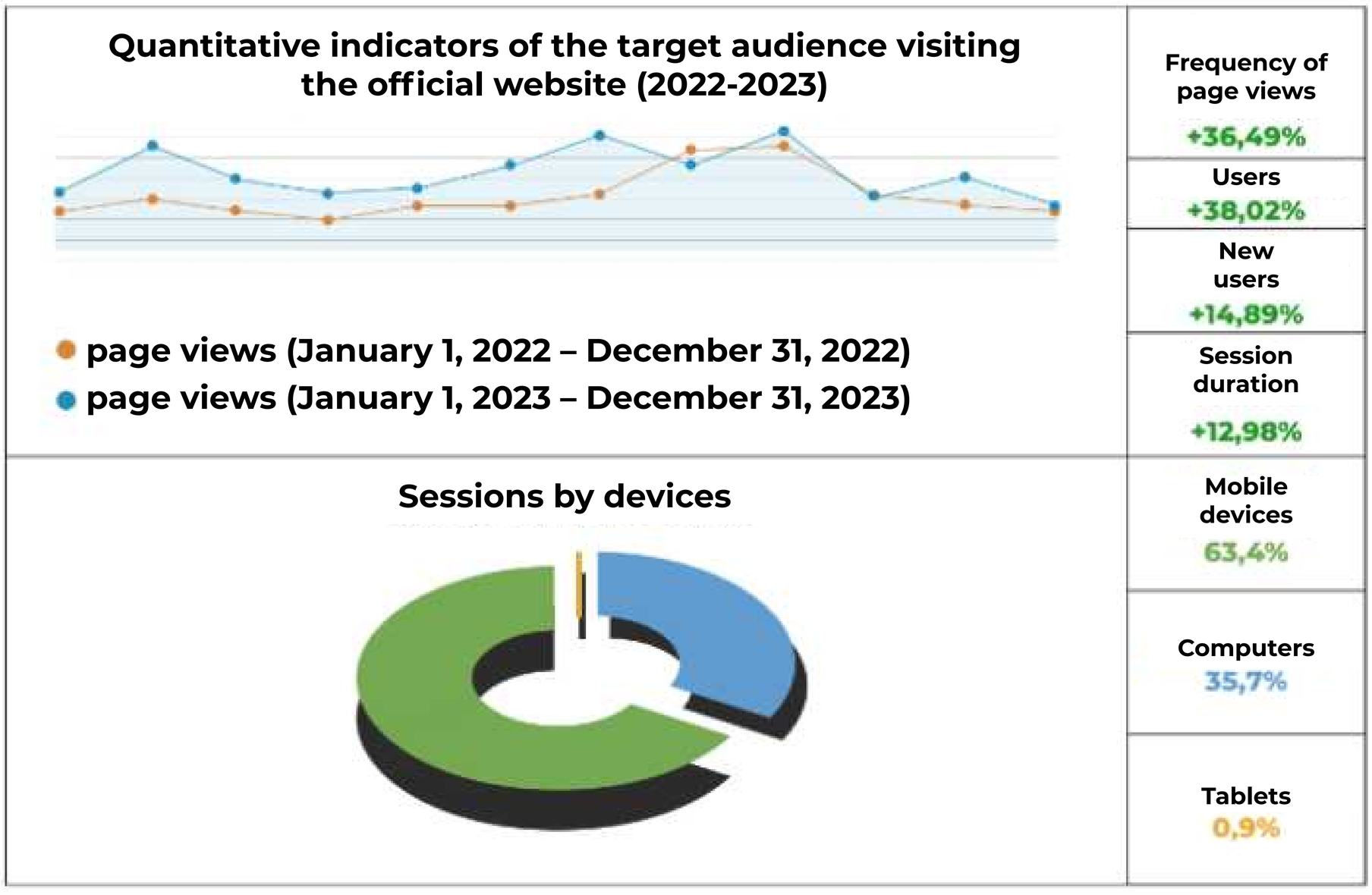


Fig. 1.4. Indicators of University website visibility in 2023

One of the important measuring indicators of the efficiency of the publicity strategy is the number of pages of the University website indexed by search engines. During the reporting period, it was found that growth indicators increased significantly compared to the previous reporting period (Fig. 1.5).
The website remains probably the most important source of information and publication of materials showing IEU activities in all areas.
The proper information policy of the University publicity allowed it to enter the third quartile of European and Ukrainian universities in the Webometrics Ranking of World Universities from the first years of its operations, which takes into account the number of website pages indexed by search engines, external links to the website, citation of the resource, the number of files uploaded to the website and other indicators reflecting the content and information components of the university website.



During the reporting period, the initiative group of the University administration prepared and published a number of important materials covering scientific, educational, international and public areas of University operations, which affected, in particular, the growth of University visibility indicators in Internet resources. It resulted in better positions of the University in the Webometrics Ranking of World Universities.

Thus, according to estimates as of July 2023, International European University rose 429 positions in the Webometrics Ranking of World Universities among the world's universities and took 4402 place among 5979 European universities. In this ranking, the University stands alongside such well-known European universities as Erasmus University Rotterdam Center for Maritime Economics and Logistics (4388th place), Independent College Dublin (4391st place), Universitatea Bioterra (4392nd place), Lodz Academy of International Studies (4395th place), Escuela Superior de Comercio y Distribución ESCODI UAB (4394th place), Instituto Superior de Ciências da Informação e da Administração (4396th place), Silesian Academy (4401st place), University Artifex (4403rd place), Oradea University (4407th place), etc. (Fig. 1.6). International European University rose 10 steps to 221st place among 300 Ukrainian higher education institutions.

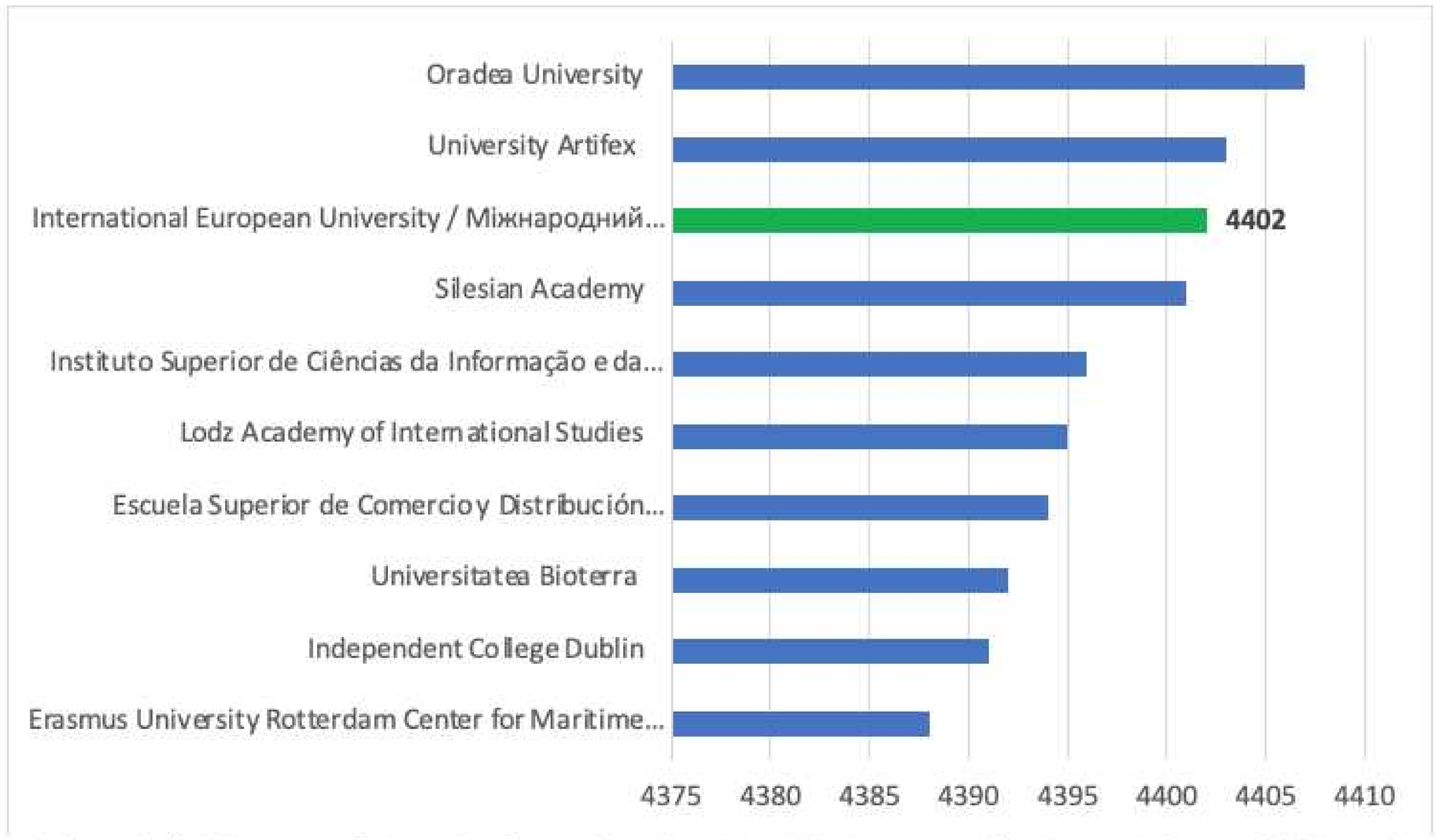


***Fig. 1.6.* Place of the University in the Webometrics Ranking of World Universities among European universities (as of July 2023)**

Within the calendar year, we monitored various specialized contests for participants in the educational process, systematically informed the audience about other educational and scientific events, activities and participation opportunities University students and staff, primarily grant opportunities for members of the University community. The University's public life was also actively covered: participation in international, all-Ukrainian and regional projects, volunteer initiatives. Materials were prepared on: involvement of students, lecturers and staff of the University in socially important initiatives; meetings with representatives of public authorities, local government, well-known public figures from Ukraine and abroad.

This year, an important part of the information work was the expansion of the University's international representation. The establishment of a new educational space in Malta led to public coverage of events, meetings and conferences that attracted the attention of representatives of foreign consulates and embassies, as well as mass media and public representatives.

In the reporting period, despite difficult circumstances, IEU managed to maintain its media partnerships. Cooperation with Interfax-Ukraine information agency, Operative Ukraine Info, Kyiv TV channel, the first Ukrainian environmental TV channel – ECO TV, BamBar-Bia.TV, as well as new relations with Maltese mass media – TOLK.MT and LOVIN-MALTA. IEU representatives were invited for interviews and various shows on YouTube, radio, etc., which allowed disseminating information about educational and social projects, scientific and international activities and opportunities for the public to cooperate with IEU. During the reporting period, the IEU administration took part in more than 30 interviews.

It is worth noting that despite the limited opportunities to hold public events because of security circumstances, the University was actively involved in virtual forms of communication. It included webinars, online lectures and other interactive events aimed at supporting students and interacting with the public.

The number of presentation events at the University increased significantly during the reporting period. More than 1,000 school and college students visited IEU for an introductory tour, and more than 4,000 participants took part in the training in basics of tactical medicine at the IEU Simulation Training Center,

which significantly contributed to the University's presence in mass media and on social media and the number of references to IEU.
The official web portal remains an invariable informative source publishing materials on different areas of University's activities. Official websites of education institutions are one of the most efficient tools for disseminating information about their activities. Besides, access to comprehensive and valid information reduces the workload of employees of education institutions, as participants in the educational process and public representatives can obtain information they need at a convenient time and in a convenient way.
The University makes its websites public and available to all participants in the educational process and the public, which indicates high transparency and low risk of University's educational activities. University services monitor and maintain the relevance of information and materials published on websites in accordance with regulatory requirements and in terms of ensuring transparency of activities, primarily about the system of internal quality assurance (results of monitoring the quality of education, annual assessments of lecturers and students), the course of the admission campaign, research activities, etc.
In 2023, according to the results of the assessment of the degree of risk from economic activities in higher education conducted by the State Service of Education Quality, International European University received 20 points, indicating ***a low degree of risk***. It should be noted that only 76 (26.2%) of 290 higher education institutions in Ukraine have such an assessment of the quality of their activities, and one of the main factors increasing risks of conducting educational activities is the state of publication of documents and information required by the legislation on official websites.
All above-mentioned measures are aimed at maintaining the publicity and transparency of University's activities in the face of war. They allow us to keep in touch with the audience, providing them with access to relevant information and maintaining a positive perception of International European University.
In general, the implementation of the University's publicity strategy not only helps to keep its position in the face of war but also strengthens its place on national and international education markets. The use of various information tools and active interaction with the public ensure stable development and increase the University's recognition in the world.

SECTION 2. UNIVERSITY'S CORPORATE CULTURE. STAFF DEVELOPMENT AND SUPPORT IN THE FACE OF WAR

2.1. Analysis of human resources

During the reporting period, considerable attention was paid to the preservation and multiplication of the University's academic potential. Maintaining the appropriate level of personnel was ensured and controlled by the management vertical: Rectorate – Directorate – Department. Increasing the share of highly qualified staff – doctors of sciences, PhDs and those confirming the high level of their teaching skills – is one of the priority tasks of the University development successfully implemented during the reporting year. The human resource potential of the University was established by the team of experienced scientists and professors with academic degrees and academic titles in various knowledge areas. Educational services were provided by highly qualified specialists in medicine, economics and administration, finance, foreign philology, software engineering, tourism and recreation, psychology, pedagogy, as well as guest lecturers who presented leading higher education institutions in Ukraine and foreign countries.

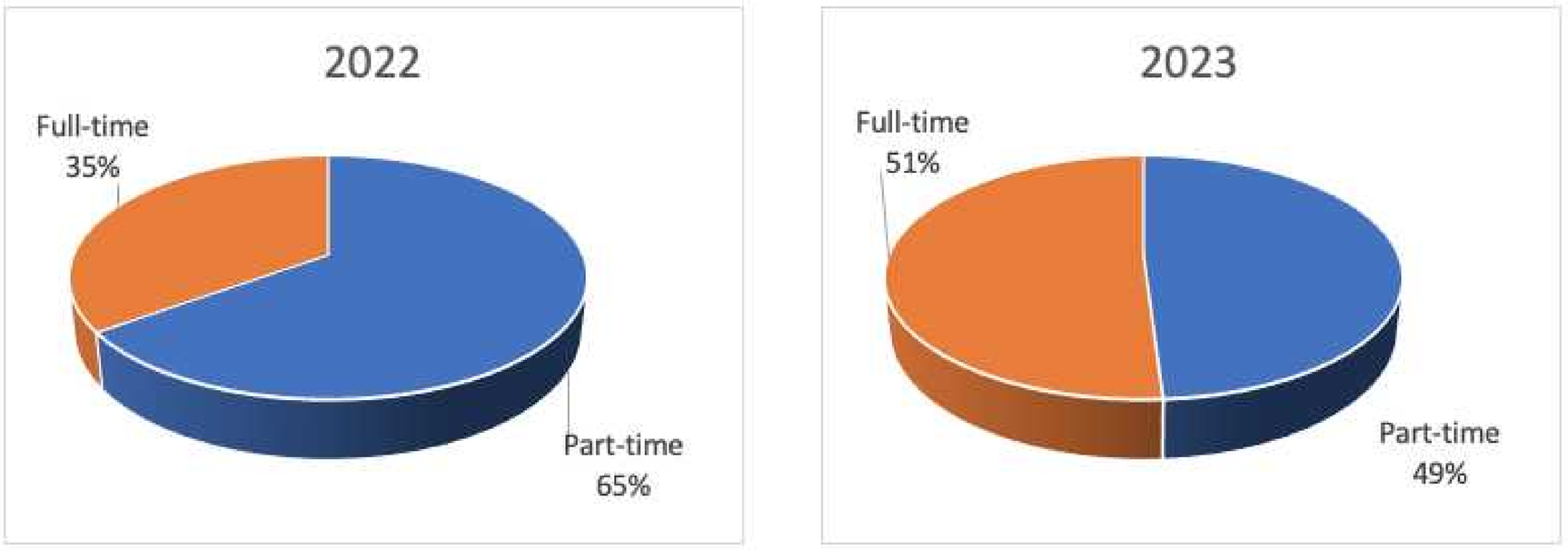


Fig. 2.1. **Percentage ratio of full-time and part-time employees in 2022 – 2023**

As of December 31, 2023, the University had ***51%*** of full-time employees and ***49%*** of part-time employees (Fig. 2.1). At the same time, it is worth noting the improvement of the staff structure: the increase in the number of full-time employees (by ***50.8%***) while reducing the number of part-time employees (by ***18.7%***). The given structure was affected by migration processes caused by a full-scale military invasion of the neighboring aggressor country, and its improvement is the result of the efficient personnel policy implemented by the University in 2023.

To structure statistical materials on staff members, they are grouped according to education criteria (complete higher education – ***82%***, incomplete/basic higher education – ***14%***, vocational and technical education – ***1%***, general secondary education – ***3%***) and employee categories (academic staff – ***44%***, administrative and management personnel – ***50%***, educational support staff – ***6%***) (Fig. 2.2).

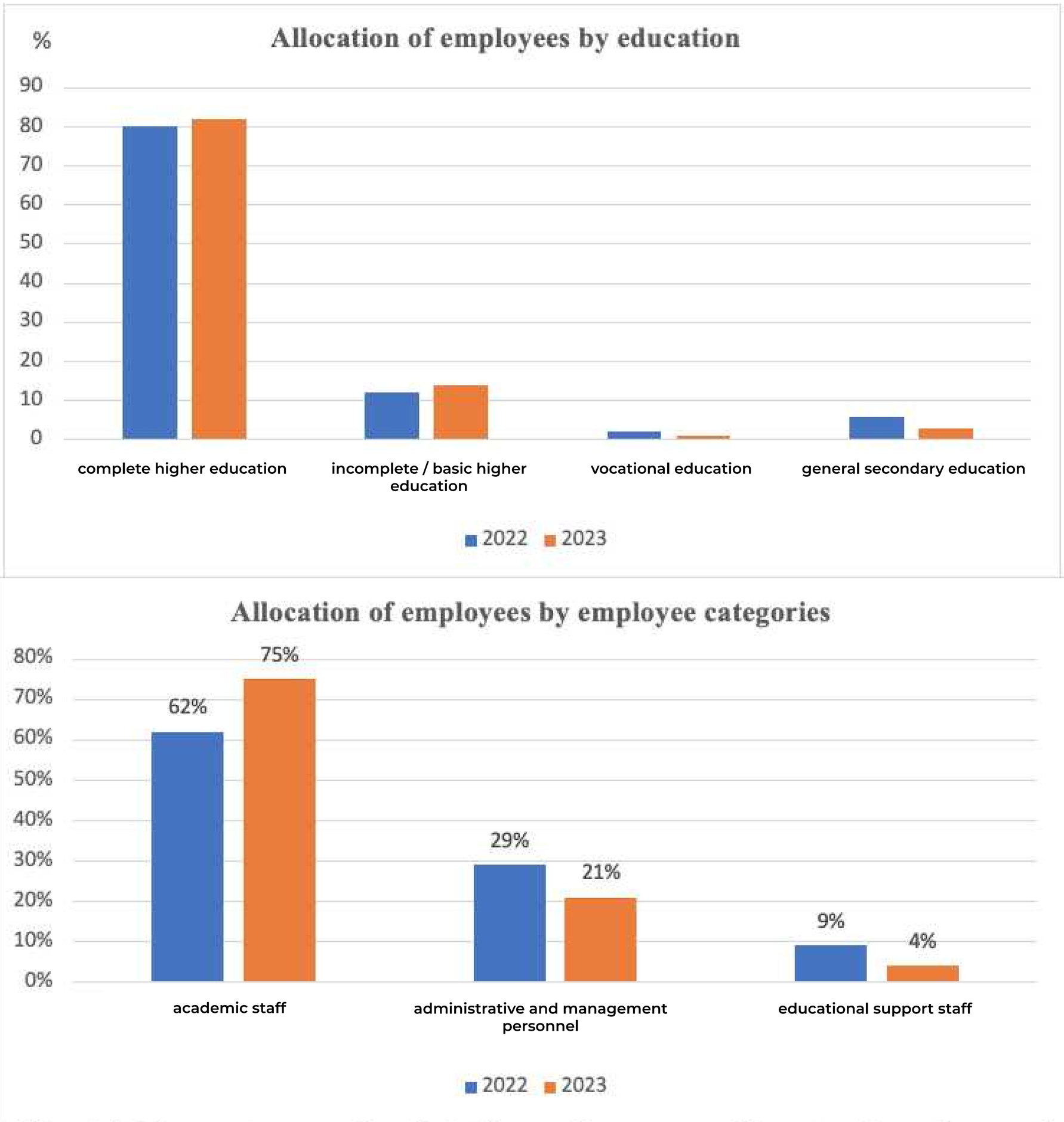


Fig. 2.2. **Percentage ratio of staff members according to education and employee categories in 2022 and 2023**

Comparison of 2023 indicators with the previous year shows some positive changes in the University staff structure: the increase in the share of people with complete higher education (by 2 percentage points), incomplete/basic higher education (by 2 percentage points), vocational education (by 1 percentage point) due to the decrease in the share of employees with general secondary education. At the same time, the structural allocation of personnel by employee categories was kept.

The analysis of the qualitative composition of the University's academic staff shows that a part of them includes personnel with academic degrees and academic titles: PhDs and doctors of science – 65%; associate professors, professors, senior researchers – 38%) (Fig. 2.3). The academic staff list contains well-known scientists and teachers with honorary titles – 7 persons (2 full-time ones, 5

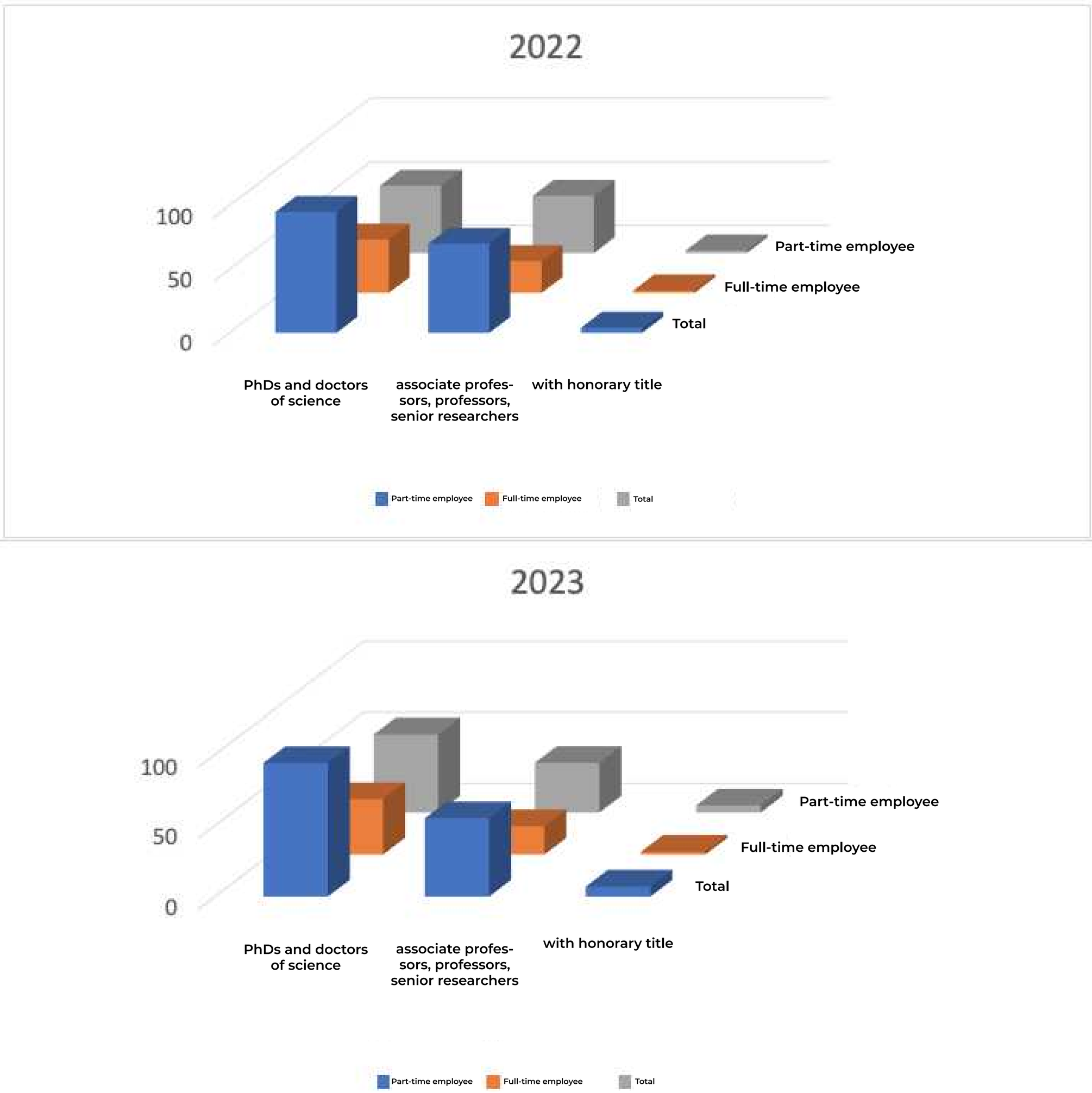


Fig. 2.3. **Percentage ratio of staff according to academic degrees, academic and honorary titles in 2022 and 2023**

Compared to the previous year, we can see the increasing share of the academic staff with academic degrees of Doctor of Science and PhD (by 7.5 percentage points) and the decreasing share of employees with academic titles of Associate Professor, Professor and Senior Researcher (by 4.5 percentage points).
In general, the qualitative composition of the University's academic staff meets the current licensing requirements for providing educational activities.
In 2023, we managed to gain positive indicators of the qualitative composition of the academic staff at two Education and Research Institutes (ERI) – European Business School (EBS) and European Medical School (EMS) that have been functioning since the first days of University's educational activities (Fig. 2.5).

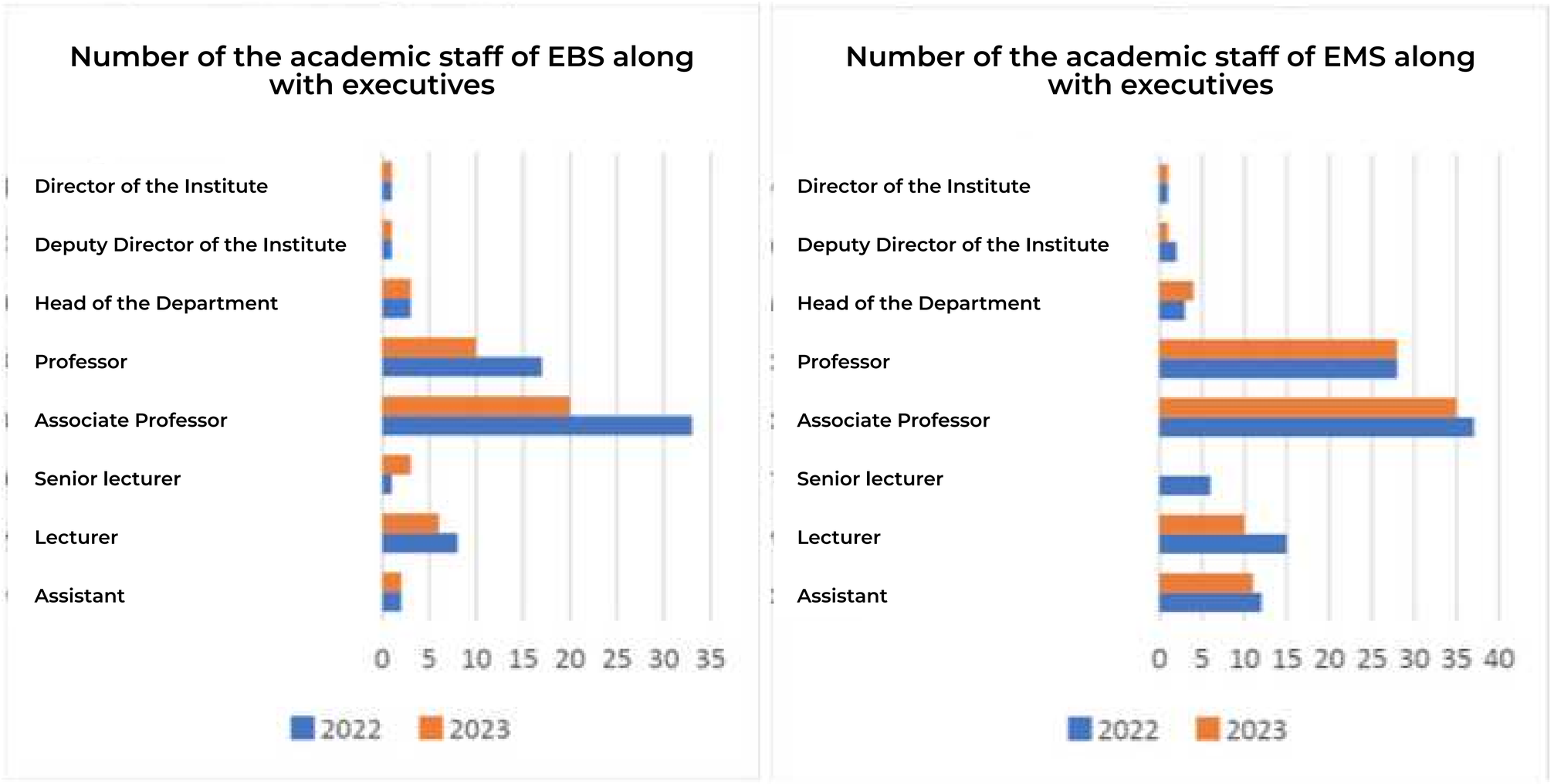


Fig. 2.5. Allocation of the academic staff (along with executives) according to Education and Research Institutes in 2022 and 2023, %

Compared to the previous year, the number of the academic staff decreased by 22.4% (by 33.3% at the EBS and by 15.4% at the EMS), which was primarily affected by migration processes caused by a full-scale military invasion of the neighboring aggressor country.
During a year, we differentiated personnel's wages by allocating extra charges and rewards within the approved wages fund for 2023, taking into account the complexity, responsibility and conditions of work, employees' qualification and personal contribution to general operating results.
The following staffing priorities have been determined for the next calendar year:
• Formation of the personnel reserve of the academic staff due to talented young people, training of personnel of higher qualification among the current assistants and lecturers.

• Improvement of the system of informing employees about staffing issues.
• Creation of the best possible conditions for the implementation of technological solutions in the educational and administrative and management process.

2.2. Adaptation of newly appointed employees and advanced training of the academic staff at the University

Prioritizing the concept of human-centeredness for the systematic advancement and development of our University implies multiplying human capital, deepening the development of corporate culture, building a sense of interpersonal mutual respect, and branching out sectoral and inter-sectoral cooperation.
Creating a favorable microclimate in the team based on compliance with the rules of professional etiquette as the foundation for the development of corporate culture is one of the priority tasks of the University policy.
Traditionally, scheduled sociological surveys of the University's academic staff have become annual activities in order to: identify the level of compliance with the rules of academic integrity, diagnose the syndrome of professional burnout, identify the level of job satisfaction by different criteria (in particular, material and technical facilities, social and psychological climate in the team, the possibility of exercising the right to professional self-improvement, etc.). The organization, conduct and generalization of such surveys is carried out by the specialized Department of Education Quality Assurance, which systematically publishes the results of the data obtained in the process of the survey on the official website of the University.
To deepen the development of corporate culture and support the existing staff, we remain the following priorities:
• to encourage the corporate culture by improving communications at different levels and motivating employees to perceive and promote University values among all participants in the educational process and at the level of the educational and scientific space in general;
• to diversify forms of personnel motivation, systematically monitor the level of personnel's satisfaction with work conditions and search for their improvement.
• to implement modern digital tools for organizing the educational process by carrying out digital competence advanced training.
• to keep working on creating a personnel reserve in order to reduce risks of staff turnover, complexity of their adaptation to University's educational environment in the context of current wartime challenges.
This year, there was also a positive dynamics of advanced training of the academic staff despite destabilization challenges of martial law. A crucial priority of the implementation of the University Staff Policy as an important component of the University Development Strategy was to provide the best conditions for professional development of each employee. Within the reporting year, advanced training was conducted according to conventional modules: professional (internship), research, didactic, leadership.

Quantitative indicators of the number of the academic staff undergoing an internship in comparison between 2021 and 2023 are illustrated in Fig. 2.6.

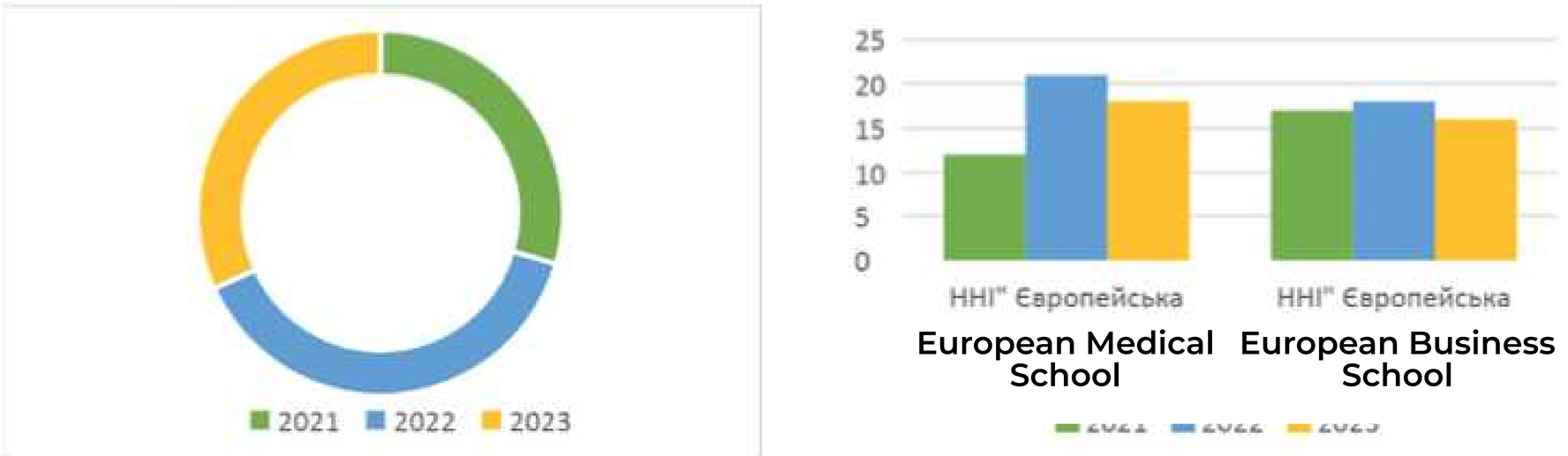


Fig. 2.6. Summary quantitative indicators of advanced training of the University's academic staff in 2021-2023, %

In general, the number of the academic staff undergoing advanced training in 2023 differs insignificantly from indicators of previous years, which once again shows the continuous nature of professional development and self-advancement (Fig. 2.6). The lack of active growth of professional development indicators among the academic staff in the second half of the 2022-2023 academic year was caused by the absence of real and safe possibility to implement the planned in the context of full-scale russian aggression.

University lecturers actively undergo online advanced training on various e-learning platforms (Coursera, Prometheus, etc.): on average, in 2023, each academic staff member took more than 5 relevant courses in various fields (Getting started with ChatGPT, How to create a massive open online course, Enhancing teaching and organizational management at universities, Data analysis and statistical inference in R, Data visualization, Academic integrity: an online course for lecturers, Instructional Design Foundations and Applications, Online education: The foundations of online teaching, Assessment in Higher Education: Professional Development for Teachers, etc. Besides, the University actively applies incentive methods in the form of sending the academic staff to international internships for advanced training. In 2023, representatives of the European Medical School and the European Business School completed the international internship: International Vector of Science, Education and Medicine Development at the International Swiss School (Switzerland). It allows creating conditions for the development of lecturers' competencies in the use of modern teaching methods and motivating them to further improve their teaching practice, taking into account the world experience and practices of the world's leading universities.

The University continues the practice of organizing and conducting advanced training for lecturers aimed at developing their teaching skills, mastering teaching innovations, cutting-edge methods and technologies. In particular, in 2023, we carried out a series of discussion lectures: Active Teaching Methods. What? How? Why? to advance competencies of the academic staff in the application of modern training methods.

During the reporting year, in terms of training personnel of the higher qualification, the Certification Board of the Ministry of Education and Science of Ukraine approved the granting by the University Academic Council of the academic title of Professor.

2.3. Development of digital competencies

Increasing the level of digital competence of employees is an integral part of the implementation of the Digitalization Concept of International European University. Therefore, during the reporting period, we held public events (in particular, lectures, meetings, webinars, trainings, congresses, conferences) using digital technologies in the educational process attended by more than 100 University employees, more than half of whom were participants in all the events held (Fig. 2.7). Wartime conditions actualized the need to conduct online classes, requiring lecturers to acquire new competencies and demonstrate psychological readiness to use digital technologies. This year, about 45% of the University's academic staff joined the free advanced training program – Google Digital Tools for Education organized by the Academy of Digital Development with the support of the Ministry of Education and Science of Ukraine.

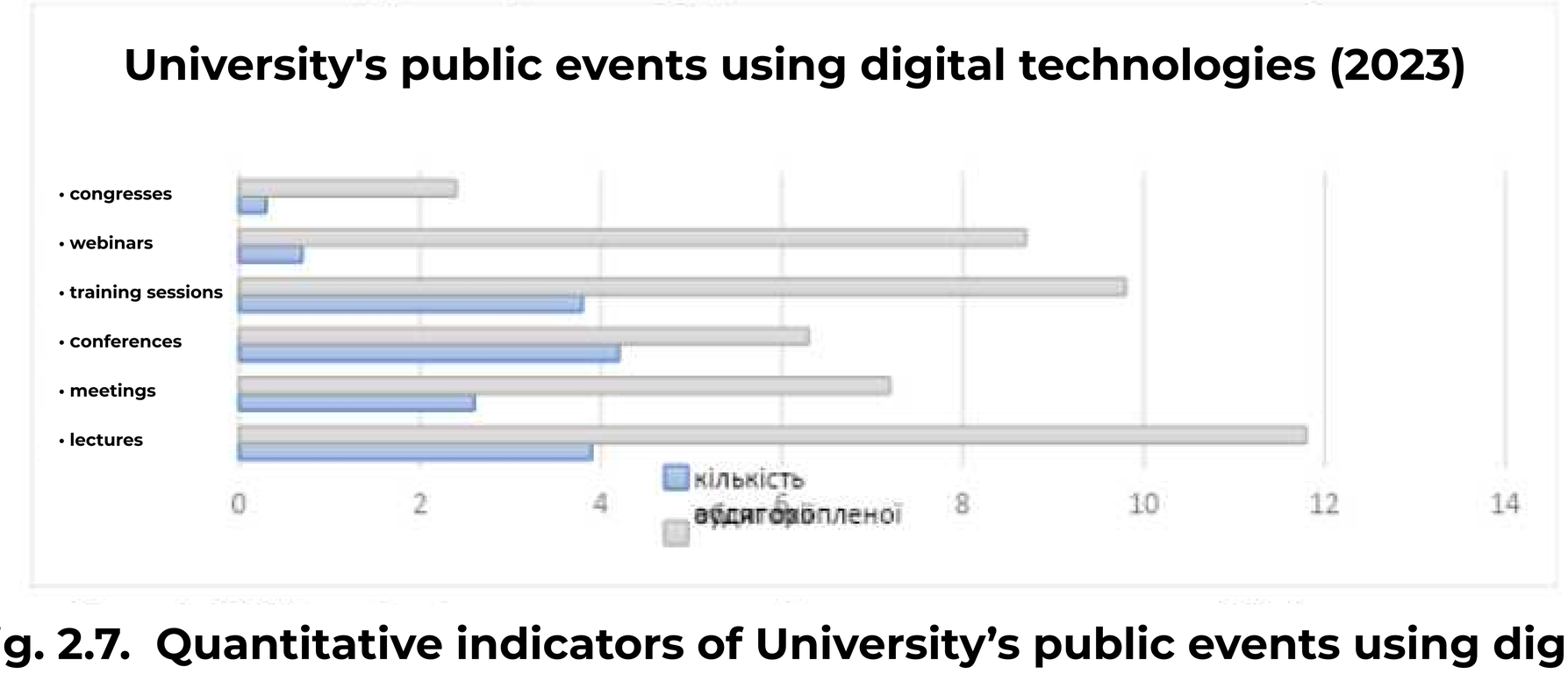


Fig. 2.7. Quantitative indicators of University's public events using digital technologies in 2023

Based on the lecturer's profile, the e-learning system designed a repository of competencies allowing lecturers of content modules to define the most appropriate ones developed while performing offered tasks by the academic staff. This approach allowed each participant in the educational process to track his/her personal professional development trajectory in the personal e-learning user account.

Due to the structured e-learning system of educational and professional, educational and scientific programs, we systematically analyze the level of academic disciplines and activities of students and lecturers.

To carry out priority tasks of the University development, we upgraded our e-learning system, which positively affected distance learning organization.

SECTION 3. IMPLEMENTATION OF THE STUDENT-CENTERED PRINCIPLE IN SOCIAL HUMANITARIAN ACTIVITIES. INTERACTION WITH STUDENT SELF-GOVERNMENT. ART AND SPORTS

3.1. Implementation of the University mission by students: serving to people, community, society. Charity and volunteering

In the face of constant challenges and global changes, the role of higher education institutions in educating highly qualified professionals is not limited to the transfer of professional knowledge. International European University, relying on its mission and the martial law in Ukraine, in addition to the educational and scientific component, has identified the main priorities of its activities in 2023, focusing on charity, social, humanitarian and medical areas.

The mission of International European University is to create, preserve and promote knowledge based on internationalization and integration of education. Key principles of the University include creativity, academic integrity and freedom from discrimination.

The education of students is carried out taking into account the physical and psychological maturity of the personality, encouraging intellectual and spiritual development. The University defines the national idea as a consolidating factor at the level of social development and focuses on the development of students as citizens of their state.

In September 2023, the University organized an adaptation program for first-year students. The program included introductory, psychological, communication and academic activities aimed at developing various aspects of the personality and preparing for the academic environment.

In the future, the University also plans to expand the practical component of students' training, focusing on the development of communication skills and other crucial aspects, facilitating their rapid adaptation in the professional environment.

Integrity and volunteering traditions are an important part of the University's corporate culture. The university has implemented a range of charitable and volunteer initiatives as part of its social, humanitarian and medical programs:

• Military assistance: Constant organization of fundraising for the needs of our defenders, including the purchase of the MOTOTRBO SLR 5500 repeater for the 80th Brigade of the Armed Forces of Ukraine from Bakhmut, drones for the 24th Separate Mechanized Brigade, purchase of simulators to train fighters in medical techniques for Yevhen Konovalets Volunteer Formation of Territorial Communities No. 1 of the 208th Individual Territorial Defense Battalion of the Armed Forces of Ukraine, the repair of the car for soldiers of the 92nd Mechanized Brigade, protective ammunition for our soldiers, the purchase of a car for soldiers of the 92nd Mechanized Brigade, as well as the organization of the charity campaign: Present a Book to a Hero, etc.
• Humanitarian aid to medical workers in Kyiv and Kyiv region: Provision of medicines, bandages, machinery and medical equipment.
• Support for military units: Systematic assistance with medical supplies and food.
• Free education for students from the temporarily occupied territories: The University provides free education for students from the temporarily occupied territories.
• Free preparation of applicants for the NMT: The University provides free preparation for the National Multisubject Test.
• Continuous support for Ukrainians who are internally displaced in Poznan, Poland: Organization of charity evenings, cartoon and movie screenings, sweets, tea, psychological support, entertainment games, etc.
• Participation in the establishment of the Ukrainian library at the Central Public Library of Malta: The University joined the opening and donated books for children and adults in Ukrainian about Ukraine, its culture, history and traditions.
• Trainings in basics of tactical medicine and career guidance lectures for school students.
• Taking care of animal shelters: Students organized the campaign: Give Your Love to Animals.
The University is also actively involved in international cooperation aimed at supporting Ukraine and cooperation with Ukrainian charitable foundations and organizations.
We provide financial assistance to the Red Cross. Medical equipment, medical supplies and hygiene products were purchased for soldiers in the Kherson area.
Together with Maria Skłodowska-Curie University (Poland), the University regularly organizes the collection and sending of humanitarian aid for Ukrainian defenders. The University also takes part in the project funded by the Marshal of the Mazovian Voivodeship to conduct training in basics of tactical medicine with University students being among coaches.
The University, along with Ukrainians temporarily residing in Marseille, France, as internally displaced persons, organized assistance to soldiers and citizens affected by the explosion of the Kakhovka hydroelectric power station. Together they collected and delivered: a minibus of necessary items, including crutches, wheelchairs, bed mattresses, bandages, medicines, infusion solutions and much more.
In cooperation with the Zeilen van Vrijheid charitable organization, the staff of International European University decided to help anesthesiologists of the

Health Harmony Medical Center of the IEU Clinical Alliance. Thanks to this support, medical specialists received the necessary equipment and supplies to provide high-quality medical care for our soldiers.
The Natalia Valevska Foundation has also provided important humanitarian aid to International European University, which plays an important role in ensuring security and medical equipment for clinical bases during the war.
Every day, the University administration and students take all possible measures to bring victory closer and support the community. International European University keeps fulfilling its mission of educating conscious, responsible citizens and supporting those who need help in tough times.
International European University continues to fulfill its mission by creating conditions for the development of conscious and competent professionals ready to contribute to modern society and build the future of national development.
In 2023, 59 various types of social, humanitarian and medical events were held with the direct participation of University students, including 8 public lectures, 8 conferences, 3 forums, 6 webinars, 5 competitions, 5 presentation events, 7 seminars, 6 trainings, 8 charity events and 5 charity evenings in Poznan (Table 3.1).

Table 3.1

List of major social, humanitarian and medical student activities

No.	Event
	Public lectures
1.	Viktoriia Borysevych. Lecture: Business in Figures.
2.	Artur Akhverdov. Lecture: Modern Aspects of Surviving in the Face of War.
3.	Mariia Andrukh. Lecture: How Not to Be Afraid to Show Yourself During Classes and How to Overcome the Fear of Publicity.
4.	Bohdan Vykhvaten. Lecture: Consciousness as a Construct of Reality.
5.	Valentyna Prylypko. Lecture: Radiation Accident: Social and Psychological Consequences.
6.	Course of lectures: Interesting Medicine.
7.	Olha Panchenko: Advertising and Marketing in the Global Network.
8.	Adaptation program for first-year students.
	Conferences
1.	Imunopedia Conference.
2.	AMEE Conference: Inclusive Learning Environment for Changing the Future.
3.	International Scientific Conference: Organization of Outpatient and Inpatient Psychiatric Care During the War.
4.	Scientific Conference: Modern Trends in the Development of Economic and Social Sectors: Ukrainian and International Experience.
5.	Infections and Immunity Scientific Conference.
6.	Student Conference: IPIP-2023: International Platform for Integrative Pediatrics.
7.	Conference: Education for Democracy: Economic, Humanistic, Social and Political Issues.
8.	2nd International Scientific Conference of Students and Young Scientists: State and Municipal Administration in the 21st Century: Organizational, Economic, Legal and Information Aspects.
	Forums
1.	1st Regional Educational Forum: Vectors for European Quality and Success.
2.	2nd Regional Educational Forum: Vectors for European Quality and Success.
3.	1st International Scientific Forum: Science and Innovations: a Modern Vector of Development of Europe and the World.
	Webinars
1.	The Second Polish and Ukrainian Webinar: Foreign Campuses: Experience and Prerequisites for Operations in Poland and Ukraine.
2.	The European Green Deal and universities. A roadmap for the sector.
3.	ISRM AI + Risk Management.
4.	Hibuki Therapy in Ukraine: Specific Features of the Phenomenon.
5.	Green Campus Initiatives in the EU.
6.	How to Transform Business Education for Positive Impact.
	Competitions
1.	The Student Parliament organized the contest: The Best New Year Room.
2.	All-Ukrainian contest of qualifying papers in the 075 Marketing specialty. The IEU student's paper is awarded a third-level diploma.

3.	We create our own future.
4.	University round of the competition of 2022/2023 student research papers in Management.
5.	2022/2023 University Student Olympiad in Economic Theory
	Presentation events
1.	Immunology Summer School.
2.	8th Athletic Race: Ukraine Is My Native Country.
3.	Open Days at IEU.
4.	On-site Open Days at schools and colleges in Kyiv and Kyiv region.
5.	Online Open Days throughout Ukraine.
	Seminars
1.	Educational and Scientific Seminar: Physical Measurements in Medical Practice: Terminology, Tonometry, Hematology Analyzer.
2.	Rational Antibiotic Therapy in Pediatrics.
3.	Basic Life Support (BLS).
4.	Medical Practice: School of a Healthy Child.
5.	MEDfocus: Professional dialogue. Allergic Dermatitis. Must-Know Tips for Family Doctors.
6.	Ophthalmology School for Doctors.
7.	rECOvery: How to Withstand Disasters.
	Trainings
1.	Practical Training: Emergency Care in Case of Burns.
2.	Interactive Training for High School Students: Career-Guided Means Prepared.
3.	Interactive Training: Gender (In)Equality In Layman's Terms.
4.	Scientific Training Seminar on Basic Surgical Skills.
5.	Basics of Tactical Medicine.
6.	TUSC-UA (Tactical Ultrasound Course for Ukraine) Trainings by MEHAD NGO.
	Charity events
1.	To purchase simulators to train fighters in medical techniques for Yevhen Konovalets Volunteer Formation of Territorial Communities No. 1 of the 208th Individual Territorial Defense Battalion of the Armed Forces of Ukraine.
2.	Charity campaign to collect books for soldiers: Present a Book to a Hero.
3.	To repair the car for soldiers of the 92nd Mechanized Brigade.
4.	To purchase the MOTOTRBO SLR 5500 repeater for the 80th Brigade of the Armed Forces of Ukraine from Bakhmut
5.	To purchase a car for soldiers of the 92nd Mechanized Brigade fighting on the frontline in Kharkiv and Luhansk regions.
6.	To purchase a car for combat medics from the Zaporizhzhia area.
7.	Charity campaign: Give Your Love to Animals.
8.	To purchase protective ammunition for soldiers of the Armed Forces of Ukraine.
	Charity evenings for Ukrainians in Poznan
1.	Care for mental health of Ukrainians internally displaced in Poland; practical training in art therapy for children and adults.
2.	nights: cartoons and movies for the whole family.
3.	Mafia intellectual and psychological game.
4.	Fairy tale therapy for children.
5.	Cinema & Entertainment.

3.2. Social protection of students

In recent years, when Ukraine has witnessed the Russian invasion and is living in the face of war, the role of universities in providing social protection for students has become extremely important. Modern processes of state formation reinforced by wartime conditions place high demands on the training of specialists. In these conditions, it is important not only to render professional knowledge and skills but also to educate graduates with a distinct worldview and developed moral, legal, labor, aesthetic and other personal qualities. International European University has undertaken the task of creating, preserving and promoting knowledge based on the internationalization and integration of education and practice. The mission of the University is defined by principles of creativity, academic integrity and freedom from discrimination. Students are educated with a focus on the main mission of the University, taking into account the physical and psychological readiness of the individual, his or her intellectual and spiritual development.

The national idea is a key component of University education, consolidating social development. The University is defined as a special place for self-development, self-management, self-discipline and cooperation. The main strategic goal of the University is to maximize support for the development of students as conscious citizens, holistic personalities and competitive professionals.

The University's structural units held numerous social, humanitarian and medical events, taking into account the future professional needs of students. A crucial part of University's activities was the implementation of measures aimed at adapting to tough conditions and training graduates ready to meet challenges of modern society.

Another key initiative is the systematic collection of financial aid for students affected by the Russian invasion of Ukraine. This program allows the University community to support and help those in difficult life circumstances. The importance of this initiative is reflected in the fact that students not only receive financial assistance but also feel supported.

In particular, International European University implements a free educational program for students from the temporarily occupied territories (TOT). It allows every student to fulfill their potential and obtain higher education regardless of physical limitations. This approach highlights the University's commitment to creating an inclusive environment for all students, providing them with equal opportunities in education and self-fulfillment.

An important component of social protection at the University is free psychological support. Meetings with professional psychologists help students cope with stress, depression and other mental difficulties. Such an initiative proves to be extremely important in the context of increased social tension related to the geopolitical situation.

The university also conducts a range of additional programs aimed at developing and supporting students. Career counseling, medical trainings, business trainings and guest lectures on social and humanitarian topics help students not only in their educational but also in professional and personal growth (Fig. 3.1).

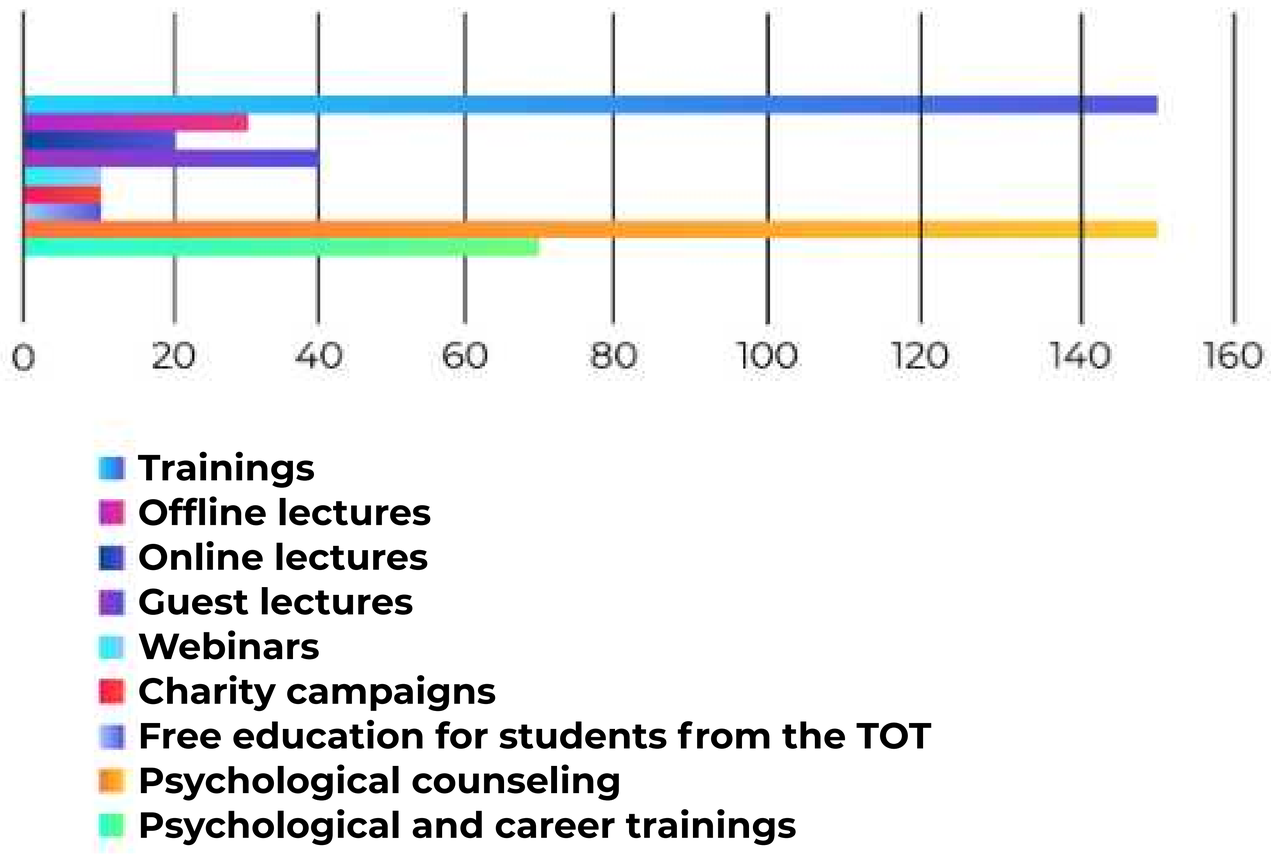


Fig. 3.1. Number of events aimed at developing students' leadership skills in percentage

Due to such social initiatives, International European University is defined as an institution that not only provides high-quality education but also actively interacts with the student community, contributing to their full social, emotional and professional development. This is an example of how a university can affect the establishment of a positive social environment and become a support for students in the most important period of their lives.

International European University keeps fulfilling its mission by creating conditions for the development of conscious and competent professionals ready to contribute to modern society and build the future of national development.

3.3. Development of students' leadership skills and opportunities for their self-development

In 2023, International European University took on the task of improving the student self-government structure. The initiative was successful due to the active role of the Student Parliament, the highest representative body of student self-government. The University administration and the student community focused their efforts on implementing projects actively involving the student population. Important aspects included compliance with the Student Code and the introduction of principles of ethical behavior for students. Democratic principles are reflected in the annual election of student self-government bodies where the President of the Student Parliament and heads of sectors were elected in the reporting year. It created the foundation for the integration of newly elected representatives of the Student Parliament into the University Administration and Academic Council on an electoral basis. The student community, through its representatives in the Student Parliament, also contributed to the development of the new Regulations On Student Self-Government of International European University.

Not stopping there, the student self-government successfully implemented a set of activities aimed at developing the corporate culture among students during wartime. The management staff of the student self-government efficiently organized and carried out career guidance and volunteering activities, leadership development and stimulation of personal development of students. They include:

- Online and offline career guidance lectures;
- Trainings in basics of tactical medicine;
- Online Polish and English courses for beginners;
- Lectures for parents and children dedicated to career choice;
- Lectures on donation of blood components for transfusion and participation in plasma and blood donation;
- Interactive trainings: Career-Guided, Prepared;
- Open Days using e-learning technologies, VR devices, etc.

The student self-government responded promptly to the wartime challenges. Some of the events were held online, ensuring the safety of all participants, while others took place offline in compliance with the relevant safety rules. Despite severe restrictions and adaptation challenges in 2023, students carried out a range of initiatives aimed at developing personal and leadership qualities of students (Fig. 3.2). It shows a high level of mutual understanding and cooperation within the University community. Initiatives contributing to the development of leadership skills include the following:

- Online practical training of students in Turkey;
- Offline practical training of Tourism and Philology students in Turkey;
- Practical lecture on the topic: How Not to Be Afraid to Show Yourself During Classes and How to Overcome the Fear of Publicity by Mariia Andrukh, a first-year Psychology student;
- Students' participation in the program: Study Tours to Poland and STP.

Number of activities aimed at creating opportunities for student self-development in percentage:

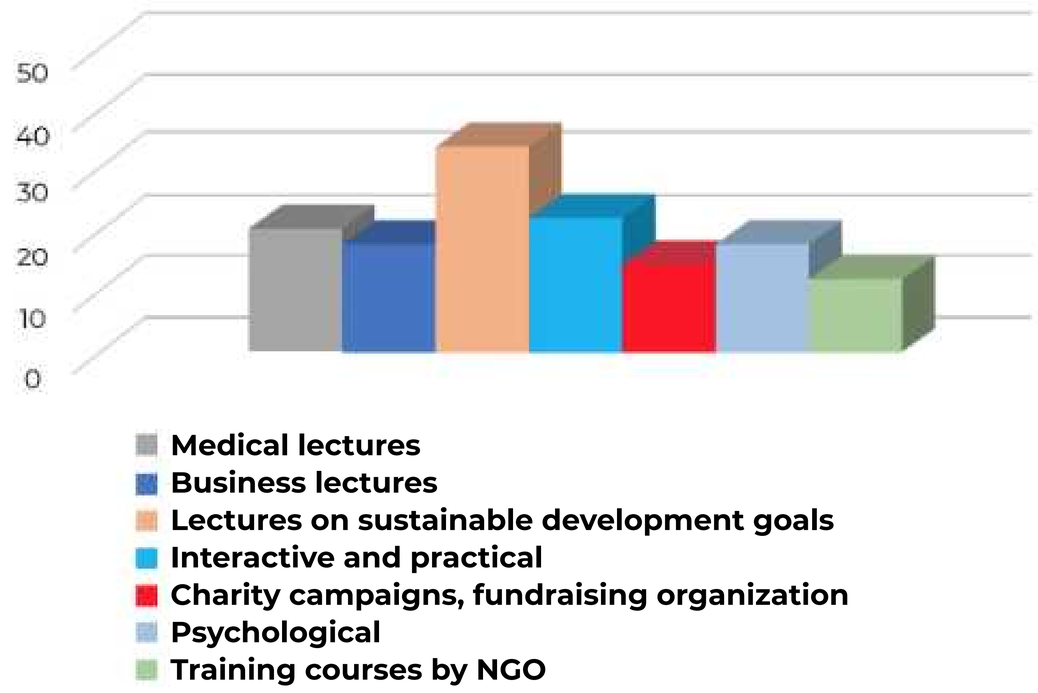


Fig. 3.2. Structure of activities aimed at creating opportunities for student self-development, by types, %

Number of activities aimed at developing students' leadership skills in percentage:

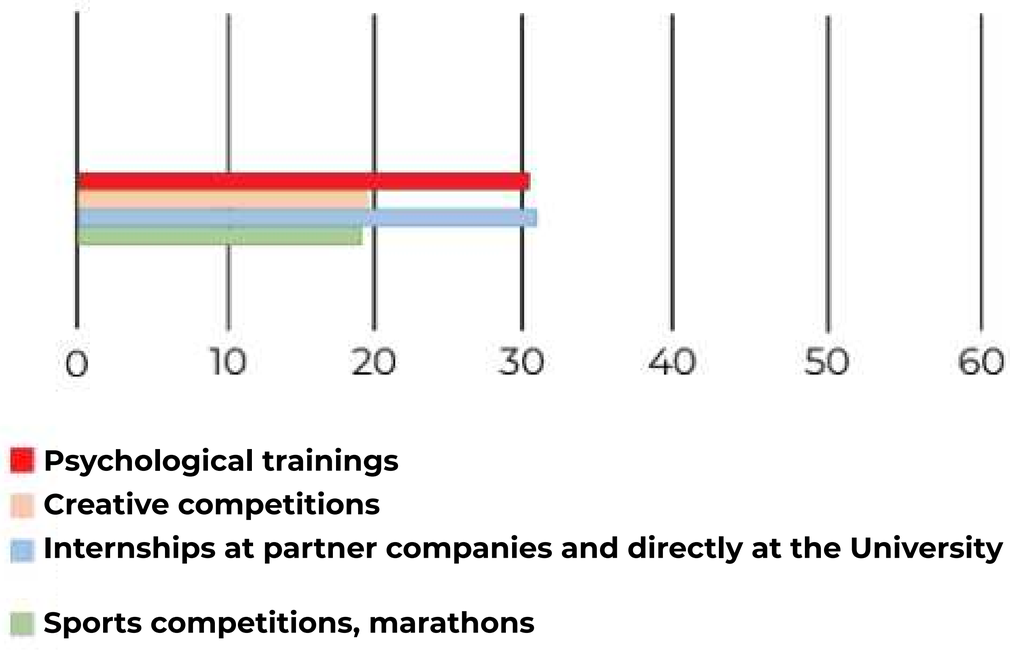


Fig. 3.3. Structure of activities aimed at developing students' leadership skills, by types, %

In general, International European University is defined not only by academic excellence but also by a strong student community actively involved in its own development and making positive changes in the world around it.

3.4. Student sports and art

Wartime conditions significantly affected various life areas and posed numerous challenges to the higher education sector. These challenges affected athletic, recreational and sports activities, as well as the development of art among the student community at International European University.

One of the important aspects of adapting to new conditions was the introduction of distance and later blended learning. It made us look for new forms of physical education. In this context, students and lecturers actively participated in various sports competitions in the virtual space. Their achievements in these competitions were highly recognized, and the winners received well-deserved awards, which stimulated physical activity among the student community. The University also organized a series of online lectures on the promotion of physical culture and sports, a healthy and balanced diet, as well as the support for sports initiatives.

Along with sports initiatives, artistic events were also held despite the restrictions. Students presented their creative achievements at competitions, which were mostly held online, wrote creative articles, poetry, and published paintings at virtual exhibitions. This allowed students to keep developing their creative skills and showcasing their achievements to a wider audience.

To maintain the mental health and emotional well-being of students, the University organized several art therapy sessions led by Anhelina Vertepna. These sessions became an important tool for relieving stress and strengthening psychological resilience in the context of uncertainty.

Besides, the University actively involved students in creative and social initiatives: an entertaining dartboard to raise funds for animal shelters, participation in the Gratitude to the Defenders of Ukraine social campaign dedicated to the Day of Defenders of Ukraine. The University organized a Matriculation Ceremony for new students, involving cultural and artistic figures, various creative activities, video shootings and festive events that ensured a positive start to their studies and quick adaptation to studying at the University.

Students and lecturers were involved in cultural events, visiting exhibitions of education, medical equipment and culture, with students also visiting libraries and art arsenals.
An important initiative was the organization of a St. Nicholas Day celebration for children of University employees, which created a unique atmosphere and strengthened the spirit of community. Throughout the year, the Polish campus organized a series of events for kids and teenagers, Ukrainian displaced persons who are forced to live in Poland due to the war, including movie nights and discussion nights, psychological support and entertainment events.

Number of activities aimed at developing sports and creative talents in online and offline formats in percentage:

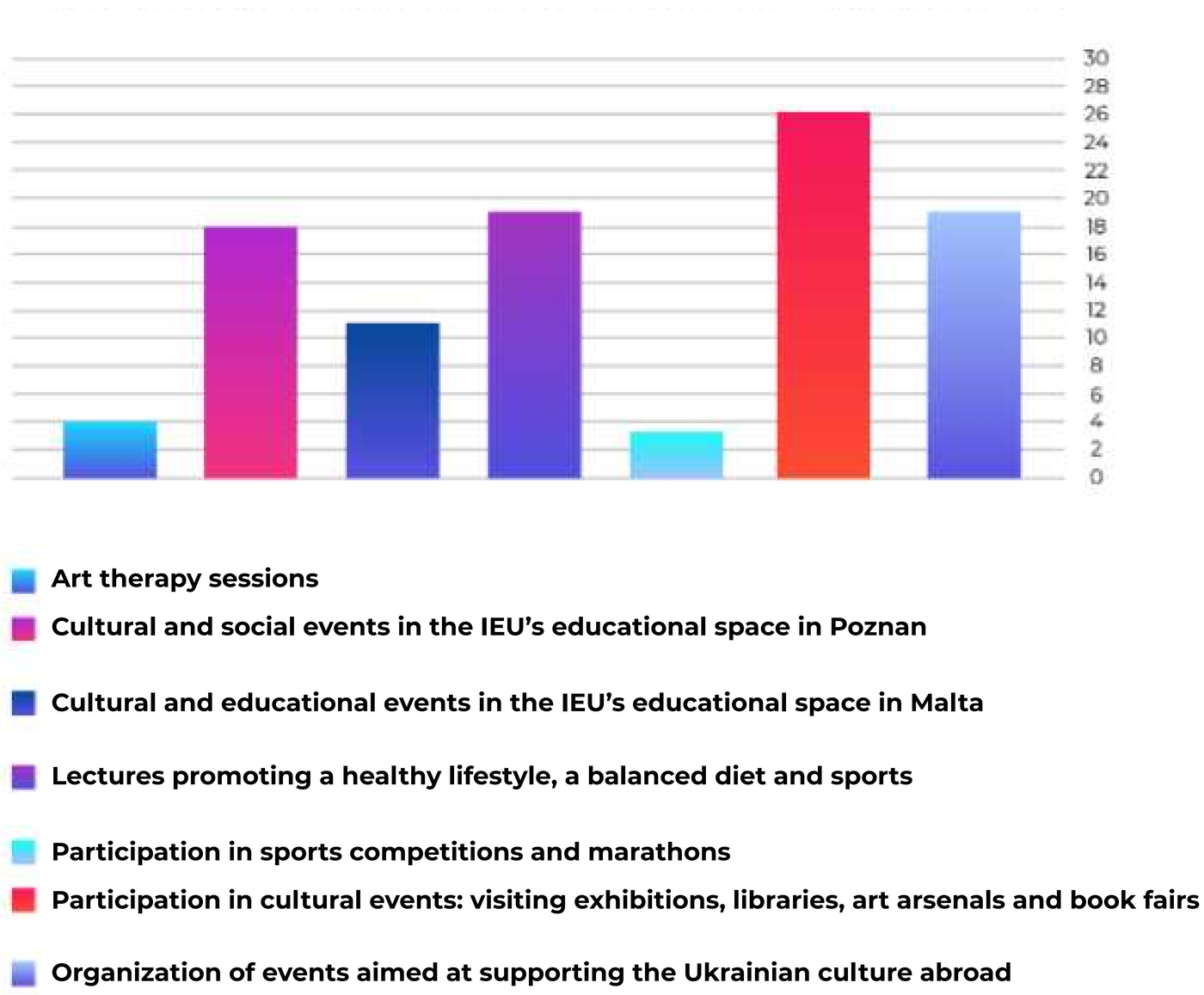


Fig. 3.4 Structure of activities aimed at developing sports and creative talents in online and offline formats, by type, %.

These initiatives not only strengthen the spirit of community at the University but also maintain emotional comfort and create a positive climate in the University environment. The complicated situation has revealed the creative and social potential of students, allowing the University community to remain united and active despite the difficulties.

SECTION 4. EDUCATION QUALITY ASSURANCE IN THE FACE OF WAR

4.1. Results of the admission campaign

During the 2023 Admission campaign, the University's Admissions Committee obtained 1.68 times more applications than in the previous year. It was primarily caused by the growing demand for University's services due to the increased competitiveness of the offered educational programs in the context of the implementation of the internationalization strategy, the improvement of the migration and demographic situation in the region as a result of the return to Ukraine of some refugees who were forced to leave during active hostilities in wartime, as well as the expansion of licensed volumes of educational activities. Positive dynamics were also observed in the relative level of enrolled applicants in the total number of applications submitted (28.4%, which is 7.7 percentage points higher than in 2022), indicating the increased competitiveness on the education market.

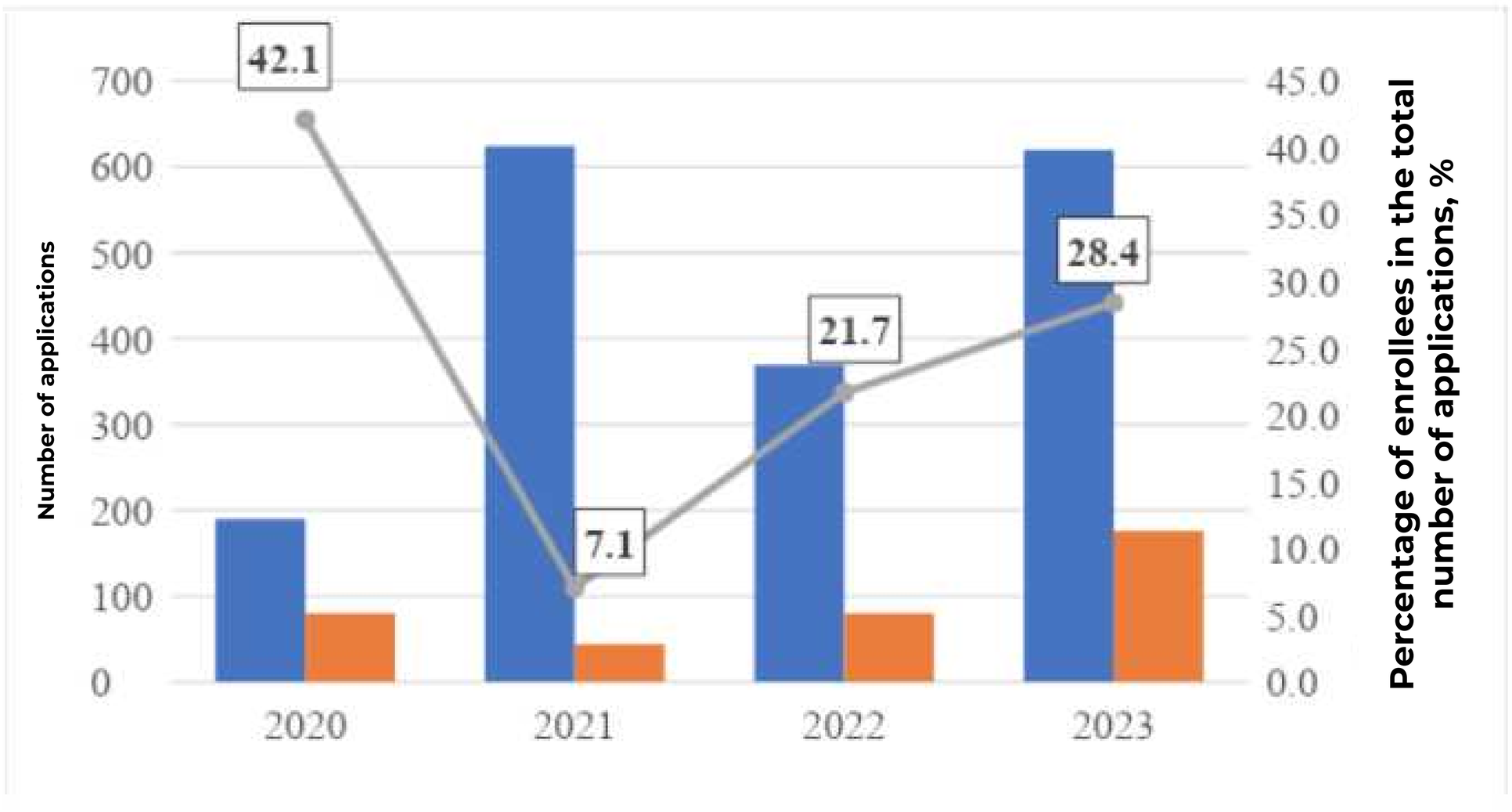


Fig. 4.1. Dynamics of the percentage of enrollees in the total number of applications in 2020-2023

Despite the current wartime restrictions, the 2023 Admission campaign proves that the University keeps its own target audience of applicants for most specialties and offers competitive educational programs that are in constant demand among applicants. In particular, it refers to such specialties that have a high proportion in the structure of applicants in 2023 as (Fig. 4.2):

at the first (Bachelor) level of education: 073 Management – 34%, 121 Software Engineering – 24%, 053 Psychology – 15%, 075 Marketing – 13%;

at the second (Master) level of education: 073 Management – 78%, 222 Medicine –12%, 075 Marketing – 10%.

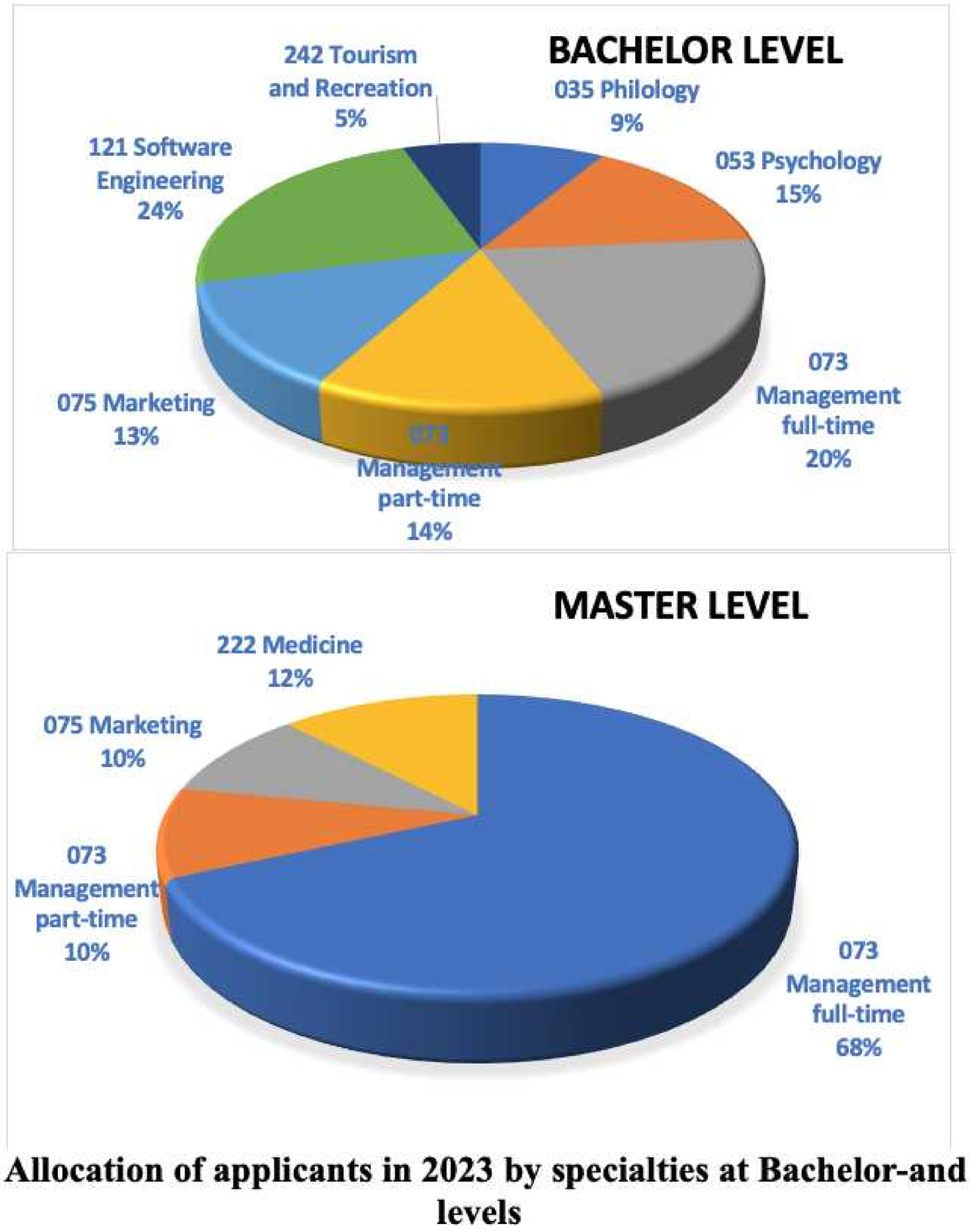


Fig. 4.2. **Allocation of applicants in 2023 by specialties at Bachelor-and Master levels**

According to the results of the 2023 admission campaign, compared to 2022, the number of applicants at the University's largest Education and Research Institutes, the European Business School and the European Medical School, increased by 48% and 29%, respectively (Fig. 4.3).

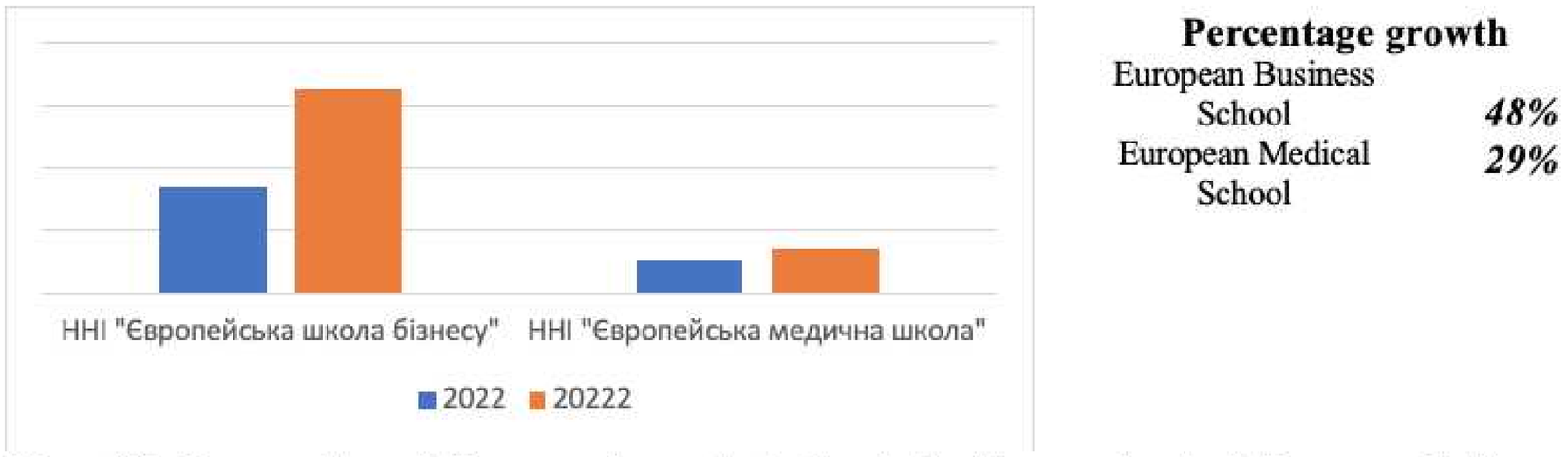


Fig. 4.3. **Dynamics of the number of students in the context of the population of education and research schools in 2023**

4.2. Student population

The comprehensive analysis of quantitative data on the current student population is grouped according to initial criteria (degree of higher education, mode of study, belonging of students) and illustrated in a proper manner (Fig. 4.3).
Allocation of data on students according to the given criteria identified quantitative advantages: degree of higher education – Masters (66% against 34% of Bachelors); modes of study – full-time (90.1%); belonging – Ukrainians (52% compared to 48% of foreigners) (Fig. 4.3).

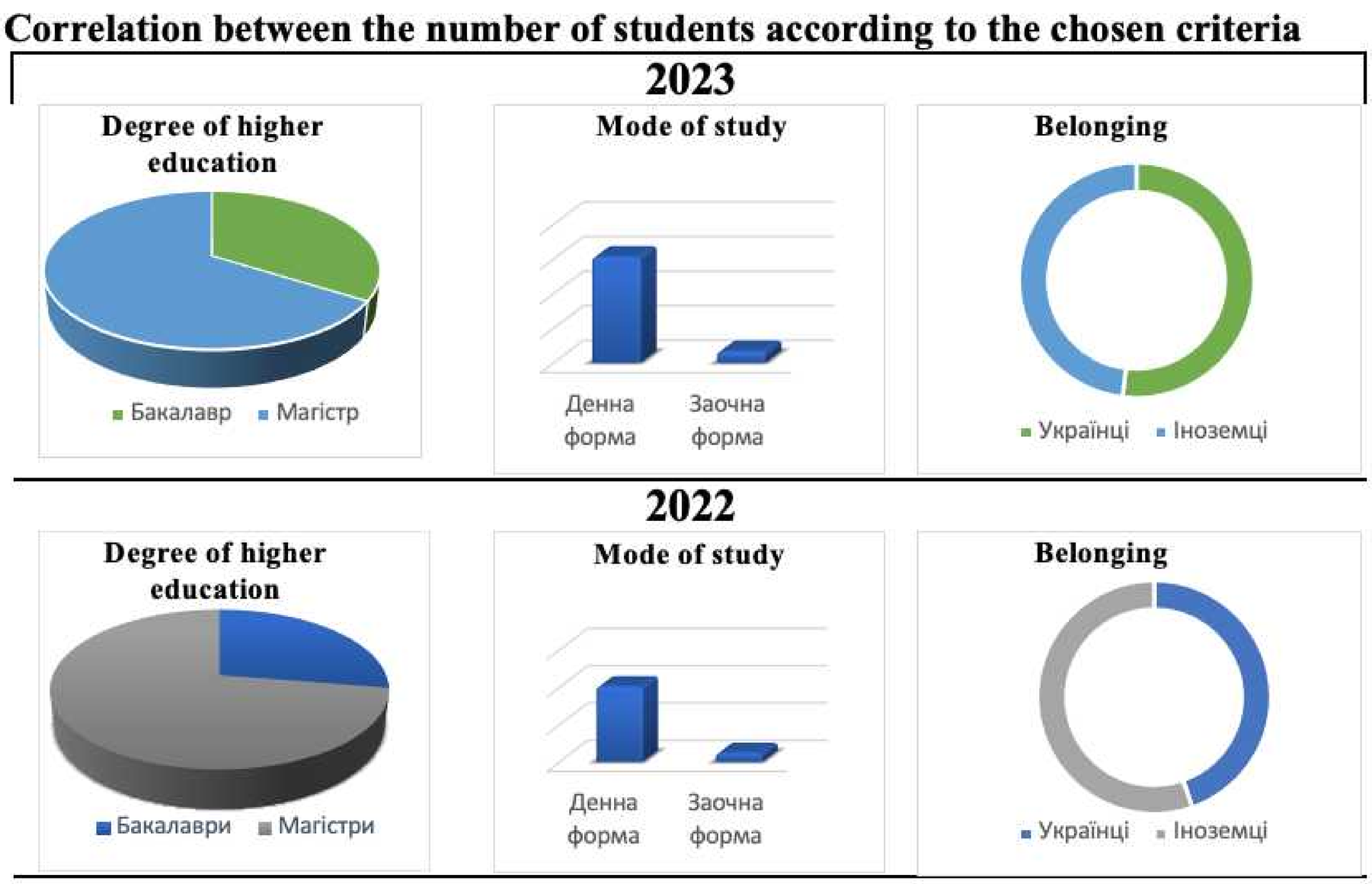
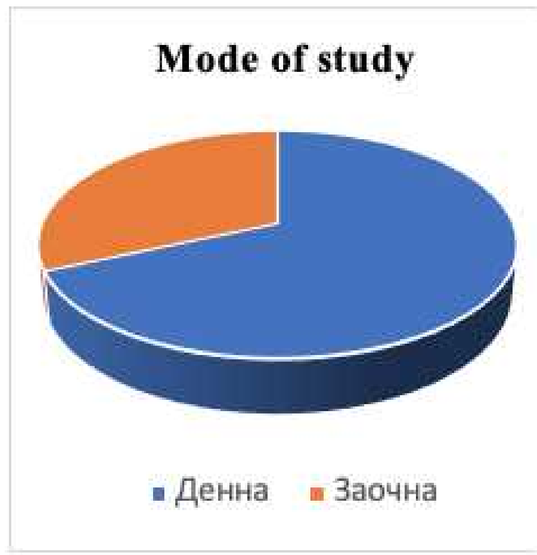


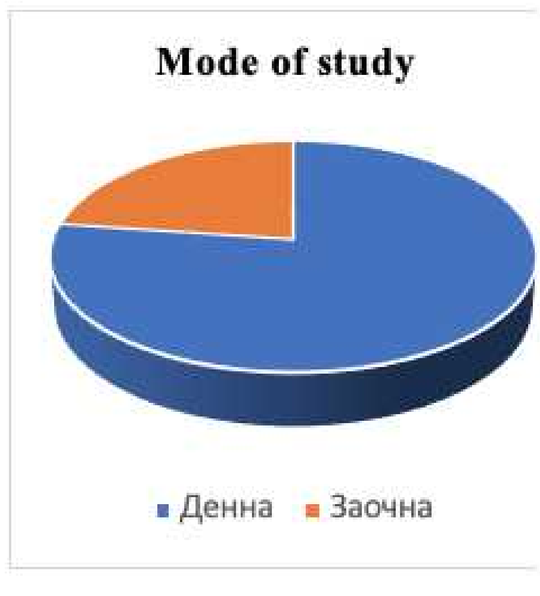
Fig. 4.3. **Quantitative data on students according to consolidated indicators (2022-2023)**

Allocation of the student population of the European Business School

2022



2023



Compared to the previous year, we can the increase in the share of students studying at the first (Bachelor) level (from 27.5% to 34.0%) as well as the increase in the share of Ukrainians among students (from 44.7% to 51.9%). At the same time, the share of full-time students remains consistently high (at 90%).
Consolidated data on the indicators of the student population at Education and Research Institutes showed the increase in the following students: Bachelor's students in all specialties. It which means, on the one hand, the existing stable demand for high-quality higher education for these specialties and, on the other hand, the competitiveness of educational programs offered by the University and prospects for their further development at the University.
Comparing the quantitative indicators on the student population for the last two years (2022 and 2023), we can see the following trends in their dynamics:
• increase in the total number of students in such specialties as: 222 Medicine (29%) 073 Management (by 115%), 121 Software Engineering (by 78.6%), 053 Psychology (by 126.7%), 075 Marketing (by 32%), 035 Philology (by 175%) and 242 Tourism (by 33%);
• in the context of specialties, the student population was distributed in such a way that the lion's share of the total number is made up of students in the 222 Medicine specialty (56.8% of the total number of students), at the second place – students in the 073 Management specialty (21.5%), at the third place – 121 Software Engineering (7.4%) (Fig.4.4)

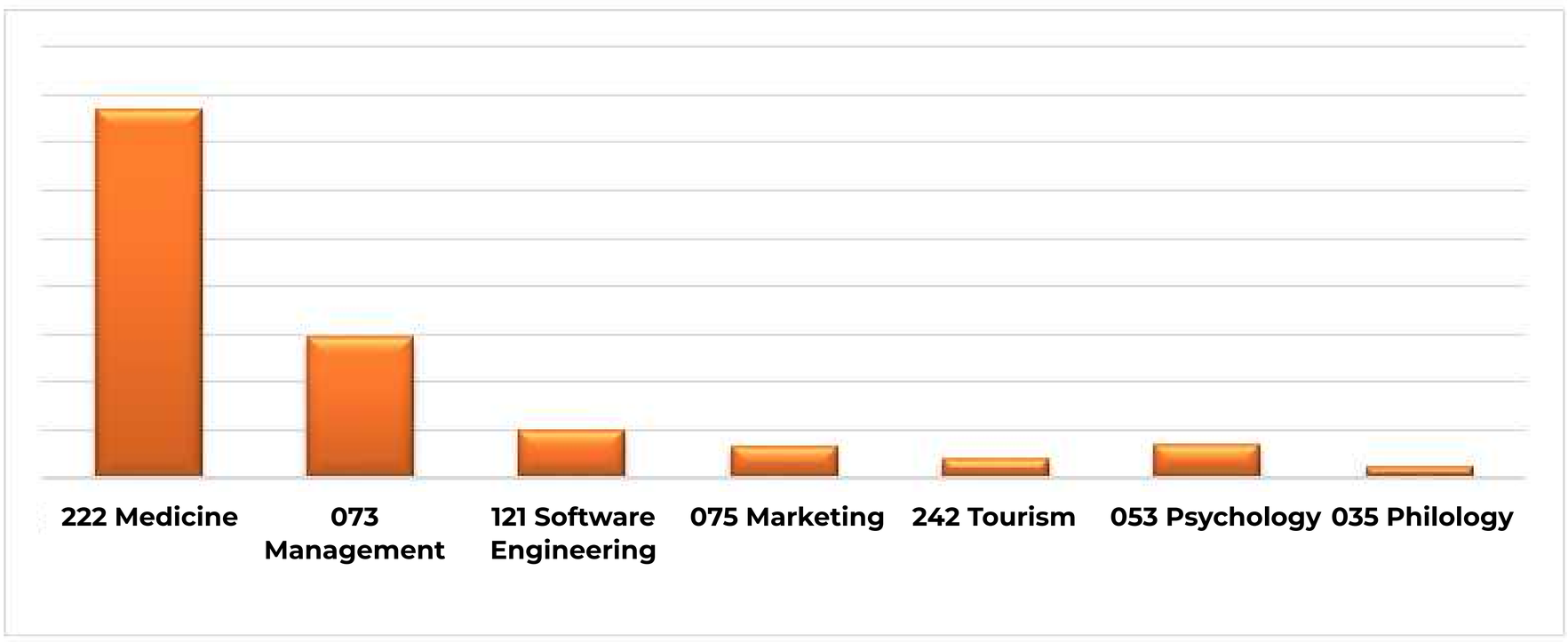


Fig. 4.4. **Allocation of the student population according to educational programs of Education and Research Institutes of the University as of December 31, 2023**

The number of expelled students affects the dynamics of the student population. In 2023, this reduction in the population amounted to 8.37%, which is 2 times less than in the previous year, indicating the gradual decrease in the negative impact of the military and political situation on the decision of students to continue their education. The main reasons for expulsion of students were their own desire (42% of the total number of expelled students), violation of contract terms and conditions (18%) and failure to fulfill the curriculum requirements (16%), transfer to another education institution (11%), and academic failure (8%) (Fig. 4.5).

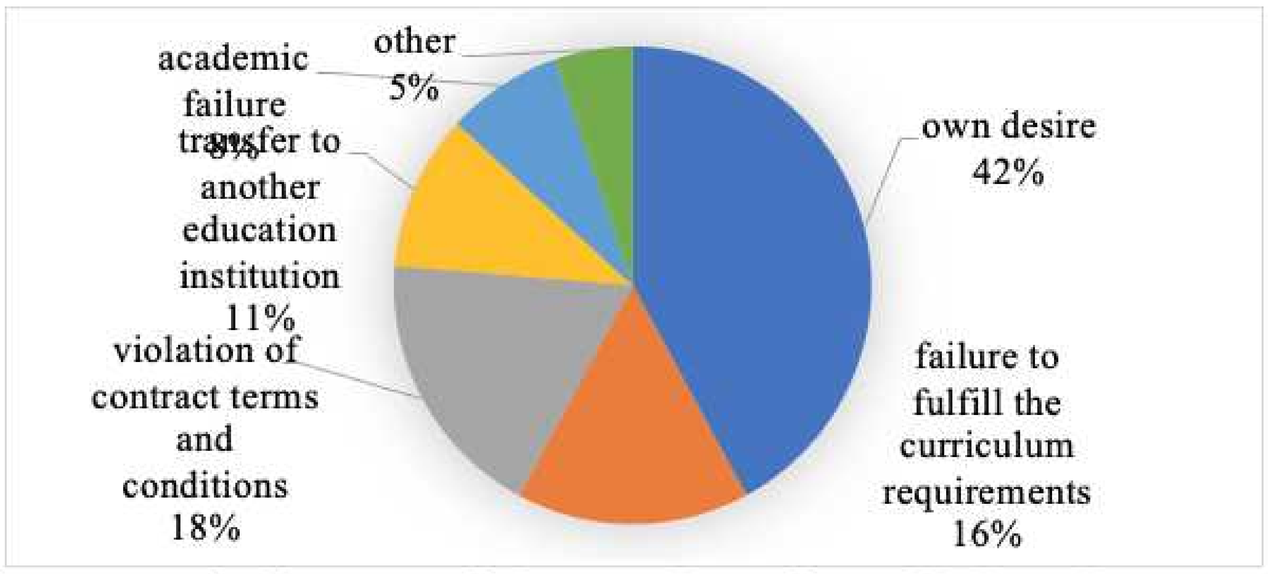


Fig. 4.5. **Summary indicators of the number of expelled students according to the main reasons (2023)**

The student population of the University is 48.1% formed by foreigners from 92 countries (2.9 times more than in 2022) (Table 4.3).

Table 4.3

Geography of countries represented by most foreign students (as of January 31, 2023)

Australia	Israel	Morocco	Slovakia
Azerbaijan	India	Mozambique	United Kingdom of Great Britain and Northern Ireland UNITED STATES Tunisia
Antigua and Barbuda	Iraq	Nigeria	
Bangladesh	Iran (Islamic Republic)	Netherlands	
Bahrain	Spain	Germany	Turkey
Belarus	Italy	New Zealand	Turkmenistan
Bulgaria	Kazakhstan	Norway	Hungary
Botswana	Cameroon	Pakistan	Philippines
Brazil	Canada	South Africa	Finland
Ghana	Kenya	Poland	France
Greece	China	Portugal	Switzerland
Denmark	Cyprus	Republic of Korea	Sweden
Ecuador	Colombia	Republic of Moldova	Jamaica
Estonia	Liberia	Saudi Arabia	Japan
Egypt	Lebanon	Singapore	Slovakia
Zimbabwe	Malaysia	Syrian Arab Republic	United Kingdom of Great Britain and Northern Ireland

Such a wide geography of countries represented by University students indicates its increasing awareness in the educational space of Ukraine and worldwide.

4.3. Monitoring of the quality of educational services

The internal quality assurance system is an integral part of University life, which allows improving the educational and management processes at a higher education institution. The University not only teaches students but also learns and develops itself, building its own strategy and unique goals. The system of internal quality assurance of education is a component that allows implementing the strategy and achieve these goals.

The internal quality assurance system promotes the growth of the culture of quality improvement in the educational process and should ensure the sustainable development of the University. The basic principles of the internal quality assurance system of International European University are the University's Mission, Quality Policy, Development Strategy and Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).

In 2023, the University successfully confirmed that the quality management system of the institution meets the requirements of the international standard – ISO 9001:2015 Quality Management Systems. Requirements by passing the annual audit.

International European University is an institution focused on the holistic development of a young person through the internationalization and integration of education and practice in accordance with the principles of freedom of creativity, academic integrity and freedom from discrimination.

International European University has developed the quality policy, Development Strategy, procedures for ensuring the quality of educational activities and the quality of higher education at the University. Key issues of each area of the Strategy include the formation and maintenance of the quality culture at all levels of University management. The Strategy and the Policy are public and transparent and are developed involving all stakeholders (students, employers, graduates, stakeholders).

The University constantly improves the internal system of monitoring the quality of education, supplementing it with monitoring the efficiency of active learning methods with appropriate assessment.

Based on the study of practices of its partners – universities from different European countries and Ukraine, the University has developed and implemented the methodology for assessing the efficiency of active learning methods, which implies obtaining such an assessment among the academic staff by the expert evaluation method, and among students by questionnaires.

Internal monitoring of the quality of educational activities is carried out using such tools as surveys, analysis, development and implementation of a joint plan with the Student Parliament, discussion of research findings with University students.

In 2023, we conducted monitoring research on various aspects of education quality assurance. They included: The use of active teaching methods by lectur

ers, The results of advanced training in active teaching methods, Assessment of educational activities at IEU from the perspective of students, The atmosphere in the IEU educational environment from the perspective of students, Adherence to the principles of academic integrity, Ensuring academic integrity at IEU, Expected learning outcomes, Development of environmental competence of students at IEU, etc. Their results are published on the University website. In total, 95% of students and 100% of the University's academic staff took part in the monitoring research in 2023.

The results of monitoring activities, as in the previous year, confirmed the high level of satisfaction of students with the organization of the educational process (Fig. 4.6): from 84% in terms of interaction with academic group supervisors, comprehension and accessibility of current educational information to 100% in terms of organizing distance learning, access to information resources required for learning and accessibility of information on students' rights and responsibilities.

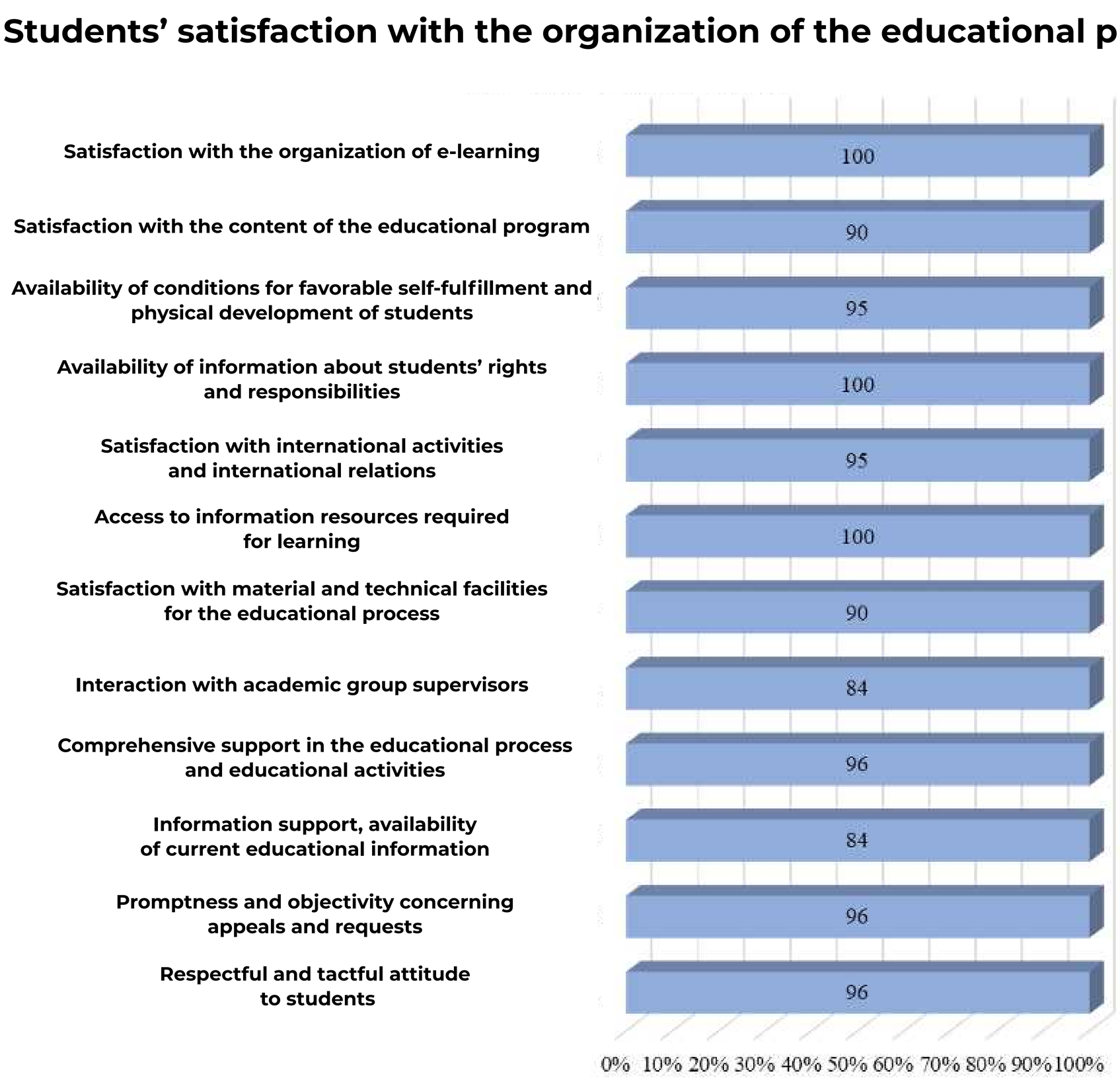


Fig. 4.6. **Students' satisfaction with the organization of the educational process (2023)**

The results of surveys made it possible to assess the current state, identify needs, identify areas for development and improvement, establish the foundation for planning the professional development of students at the University, as well as develop recommendations for improving the educational process.
The university improves learning efficiency by introducing state-of-the-art educational technologies intensifying the educational process, opening up broad prospects and new opportunities.
In 2023, we launched a survey of students on the use of active teaching methods by lecturers, the implementation of which is a promising way to improve the training of future specialists, equipping them with the necessary knowledge and practical skills. The use of active teaching methods by lecturers can improve the quality of the educational process and create conditions motivating students to master educational material independently, proactively and creatively in the process of cognitive activity, motivated, deeper and more complete acquisition of knowledge and skills (Fig. 4.7).

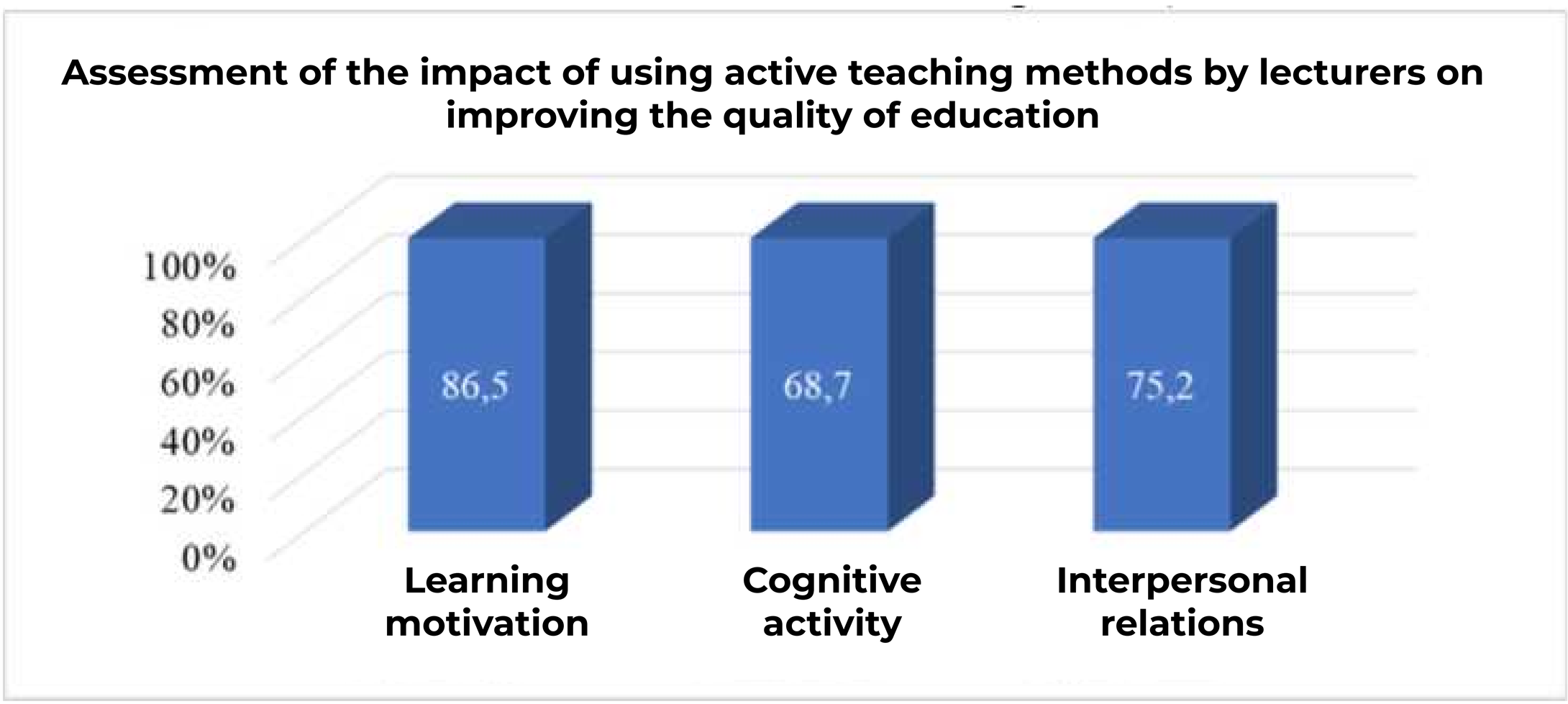


Fig. 4.7. Assessment of the impact of using active teaching methods by lecturers on improving the quality of education (2023)

The analysis of the survey results showed that the use of active teaching methods by lecturers improved students' learning motivation, cognitive activity and interpersonal relations (Fig. 4.7).
In the context of the continuation of martial law, there will be the need for increased attention to the high-quality organization of the educational process using blended and distance learning technologies, improvement of the University's e-learning system in combination with online communication tools and interpersonal subject-subject cooperation, as well as the expanded use of active learning methods.

4.4. Practical training and employment of students

Practical training of students in 2023 was focused on the high-quality implementation of the rotating practical training model given the possibilities for its step-by-step undergoing by students at institutions (organizations) of different types and the achievement of practical training goals in on-campus, distance and blended formats.

In order to ensure high-quality practical training of medical students, interns and advanced training of medical professionals, efficient research, development, testing and implementation of new medical technologies, the University established a freelance structure called the ***Clinical Alliance of International European University*** that includes more than 42 healthcare institutions of various forms of ownership, which have appropriate contractual relations with International European University. Practical training of students of the European Business School was carried out at 31 practice bases, which fully meets current needs.

At the same time, taking into account the dynamics of the formation of the student population, the University still needs to further expand the list of potential practical bases for certain educational programs, especially for such specialties as 222 Medicine, 035 Philology, 053 Psychology and 121 Software Engineering (in particular, taking into account the number of students).

4.5. Results of students' examination

To ensure the high-quality assessment of students in the context of the war, University operations were focused on modernization of the organizational and methodical component and its seamless technical support.

To define the level of applying distant technologies in the educational process, we conducted the monitoring allowing us to generalize corresponding quantitative indicators.

Table 4.4

Results of the monitoring of students' participation in the educational process using distant technologies (2022-2023)

	As of	
	December 31, 2022	December 31, 2023
Percentage of students involved in the educational process using distance technologies, %.	91	75

Taking into account particularities of each educational program (specialty) at the level of University's effective structural units, we approved the format of students' final assessment.
In the reporting year, the examination board traditionally involved representatives of employers. In the reporting period, we advanced the procedure for checking qualifying papers (projects) for plagiarism using additional tools of the Unichek service. Potential possibilities of this service allowed quickly and accurately finding similarities on the Internet in order to comply with academic integrity principles at the University.

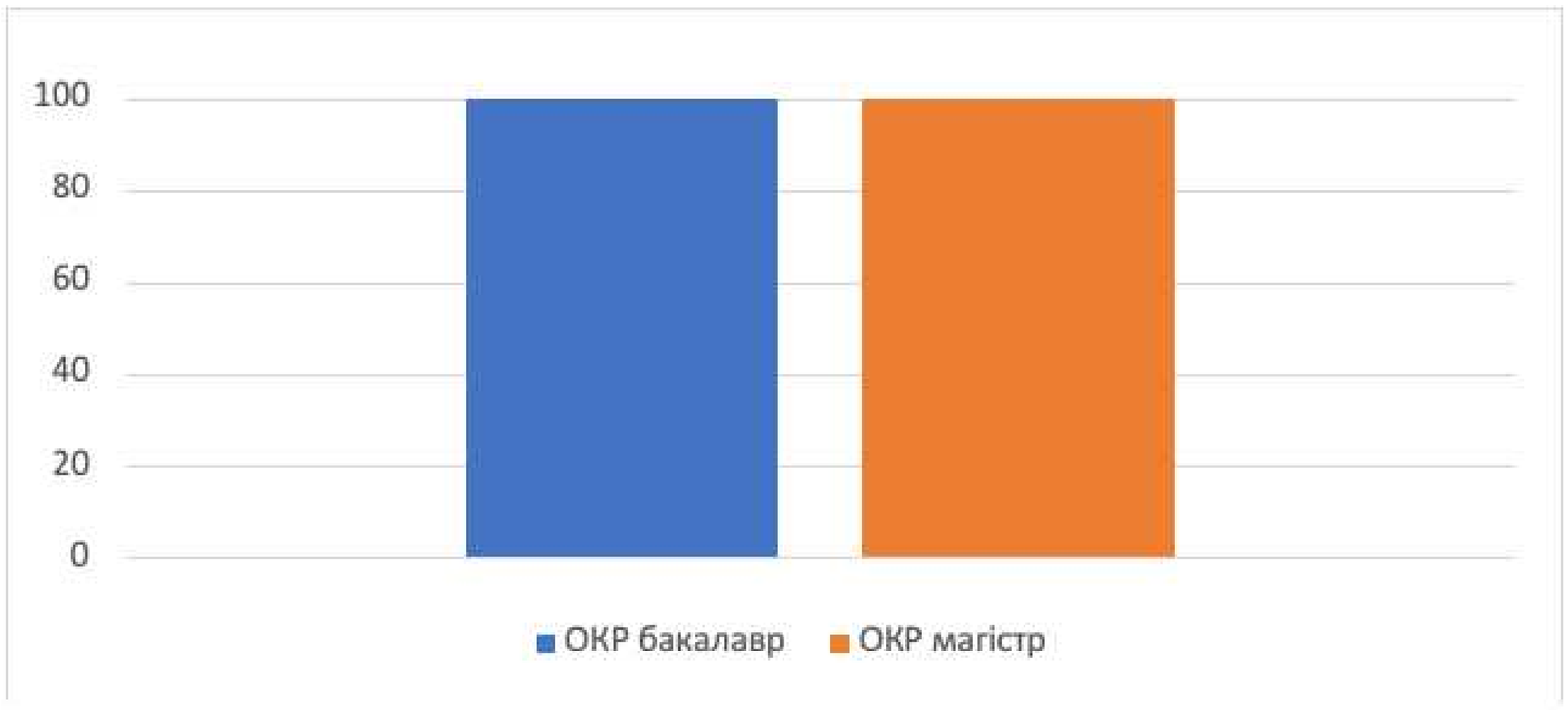


Fig. 4.8. **Increase in the number of diplomas issued in 2023, %.**

4.6. Postgraduate education and continuous professional development activities

The Education and Research Institute of Postgraduate Education and Continuous Professional Development is a structural unit of International European University, which trains healthcare professionals in the 222 Medicine specialty at the postgraduate level.
The main achievement in 2023 was obtaining a license for educational activities in postgraduate education, namely, a license for training primary specialization specialists (internship) in the amount of 300 people (Order of the Ministry of Education and Science No. 398-l dd. August 20, 2023).
Professor S.I. Doan, the Vice-Rector for Postgraduate Education, and the University administration prepared, drew up and submitted to the Ministry of Education and Science of Ukraine a license file with a list of necessary documents confirming the compliance of International European University with the requirements for conducting educational activities in higher education and at the postgraduate level.
In total, as of the end of 2023, 50 interns are studying at the IEU internship.
Besides, in 2023, the Institute of Postgraduate Education launched additional specialization courses. Currently, 32 students are trained in additional specialization in ultrasound diagnostics and clinical oncology, and 13 doctors are trained in additional specialization in immunology and pediatric immunology.

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The process of registering doctors for additional specialization in psychiatry, dermatovenereology, pediatric dermatovenereology and surgical dermatology is in progress.
At the initiative and direct participation of S. I. Doan, the Vice-Rector for Educational and Scientific Work and Postgraduate Education, International European University was registered at the Ministry of Health of Ukraine as a provider of continuous professional development for doctors. During the first half of the 2023-2024 academic year, 43 career guidance, educational, scientific and other events were organized, prepared and held. In total, 92 events of various kinds were organized and held in 2023, including 26 tactical medicine trainings.

4.7. Accreditation and licensing

In 2023, the University successfully passed the procedure for licensing educational activities (Order of the Ministry of Education and Science of Ukraine No. 398-l dd. August 28, 2023) regarding:
• expansion of educational activities at the first (Bachelor) level (the declared licensed volume is 300 people);
• expansion of educational activities in higher education at the second (Master) level (the declared licensed volume is 150 people);
• launching educational activities in postgraduate education in the specialty: 222 Medicine (declared licensed volume is 300 people).
Successful licensing is caused by the following factors:
• increased demand among applicants (graduates of secondary education institutions, vocational education institutions, higher education institutions) for training in the University's educational programs, generated, in particular, due to career guidance activities conducted in 2022 and 2023, which is confirmed by filling 100% of the licensed volume in 2023 for the first (Bachelor), second (Master) levels of higher education and the Medicine educational program of

the second (Master) level of higher education;
• development of material and technical facilities of the University (increasing the list of clinical bases, constant updating of cutting-edge interactive equipment and simulation training tools);
• involvement of the academic staff in the educational process, whose professional achievements meet the licensing conditions for conducting educational activities and whose practical experience reaches more than 10 years, as well as practicing doctors; guest lecturers from European countries.
Accreditation of University's educational programs is the main component of the internal quality assurance system and provides external assessment of educational programs for their compliance with the education standard, as well as the ability of the educational institution to ensure that students achieve the learning outcomes stipulated in the educational program.
In 2023, 2 educational programs (specialty: 075 Marketing of the Marketing EP (first (Bachelor) level, Marketing and Advertising Business EP (second (Master) level, specialty: 222 Medicine of the Medicine EP (second (Master) level) successfully passed the accreditation procedure in accordance with the Resolution of the Cabinet of Ministers of Ukraine No. 295 dd. of March 16, 2022, On the Particularities of Accreditation of Educational Programs for Higher Education under Martial Law (Fig. 4.10).

Fig 4.10. **Certificates of Accreditation obtained in 2023**

The Medicine educational and professional program has passed the post-accreditation monitoring procedure by the Independent Agency for Accreditation and Rating (IAAR) recognized by the World Federation for Medical Education (WFME) and included in the European Quality Assurance Register for Higher Education (EQAR), confirming its compliance with the standards of international program accreditation of Master's programs abroad (based on WFME/AMSE standards). According to the report of the IAAR expert group, the implementation of the recommendations of the External Expert Committee and changes in accordance with the standards and criteria of accreditation in relation to the accredited Medicine educational program for the period from the date of receipt of the accreditation certificate (January 22,2022) is 95% completed.

International accreditation confirmed the compliance of the content and mechanisms for implementing the educational program with the basic principles and provisions of the Bologna Process, determined the high efficiency of the University's internal education quality assurance policy and the qualitative assessment of the Medicine educational program.
According to the recommendations of the international accreditation agency, the priorities for ensuring the quality of education in 2024 include:
• improvement of the adoption of active learning methods;
• implementation of a roadmap for the introduction of active teaching methods and modern innovative teaching methods;
• implementation of project-based learning, including a system for assessing students' research competence;
• monitoring of the continuous updating and improvement of the system for assessing learning achievements, academic achievements, including the ethical component;
• monitoring of the quality analysis of control and measuring tools;
• development and implementation of assessment of professionalism, behavior and attitude in accordance with the level of training and requirements of the educational program (learning outcomes);
• development of a real comprehensive approach to assessing the acquisition of knowledge and skills based on the competency-based approach;
• development of an Automated Management System for monitoring and managing all processes, including monitoring of the learning process.

SECTION 5. INNOVATIONS, SCIENTIFIC ACHIEVEMENTS, SCIENTOMETRICS AND ACADEMIC INTEGRITY AT THE UNIVERSITY

5.1. Innovations

During the reporting period, digital innovative solutions were adopted in various areas of University's activities, allowing us to increase the efficiency of various processes for organizing the functioning of the institution in various areas. The Digital Technology Center developed and/or implemented such innovative developments as:

- e-Library system;
- KROK_IEU system for testing medical students;
- ContactsIEU system for collecting contacts in the unified database and template newsletters;
- Telegram BOT for the electronic schedule for both students and lecturers;
- module for automatic generation of certificates in the Moodle system;
- EMC_IEU for the automation of some functions in the educational and methodical support for the organization of the educational process.

A wide range of Internet resources is used to develop educational and methodical publications, namely: Moodle, Google services, Ourboox, Book Creator, etc.

We use the IEU institutional repository based on free software for permanent and long-term storage with open access to scientific and methodical solutions of the University. The use and development of the repository for each researcher affects the increase of their own citation index of their papers, as well as protects copyright. For the University as a whole, it supports scientific activities, improves the quality of scientific communication, raises the rating and provides open access to research.

Management of the printed version of the Society. Economy. Digitalization Collection of Scientific Papers is conducted on the Open Journal Systems platform, which is an innovative technological solution.

Innovations in the management of University's educational, research and publishing activities significantly reduce the time for communication between participants and provide a single entry point to an online event. The specific feature of using innovative technological solutions in management is the need to continuously improve the digital component of the professional competence of the University staff.

5.2. Scientific achievements and scientometric

Scientific and research activities are one of the key areas of University operations.
Research and project findings are published in scientific journals indexed in the international scientometric databases – Scopus and Web of Science. Achievement of high citation index indicators substantially affect University's presence and positions in international and all-Ukrainian ratings. Consolidated indicators of the latter define the role, place and competitive ability of higher education institutions in the national and global educational space, form a true picture of their research achievements and status in general.
During 2023, the academic staff published 212 scientific publications, including: 19 (9.0% of the total number of publications) monographs, sections in monographs, study guides, textbooks and other publications in book editions, 89 (42%) scientific articles, 105(49%) conference presentations (Table 5.1).

Table 5.1

Publication activity of the University's academic staff in 2023*

Type of publications	European Medical School	European Business School	Total**
Monographs (or sections in monographs)	1	5	6
Study guides, textbooks	1	2	3
Other publications	8	2	10
Articles, total Including:	42	47	89
Indexed in SCOPUS and/or Web of Science Core Collection	30	21	51
In professional scientific periodicals of Ukraine (except for SCOPUS and WoS)	8	23	31
In foreign publications	4	3	7
Key points of presentations Total Including: international	 53 41	 52 47	 105 88
Total	**105**	**107**	**212**

Note: * – according to publications whose authors are affiliated with the University;

71% of the total number of scientific articles published by University's scientists in 2023 are publications in peer-reviewed journals indexed in the leading international scientometric databases – SCOPUS and/or WoS, indicating the high quality of publications prepared by University's scientists based on the results of their research and their focus on familiarization with a wide range of researchers – representatives of the world scientific community (Fig. 5.1).

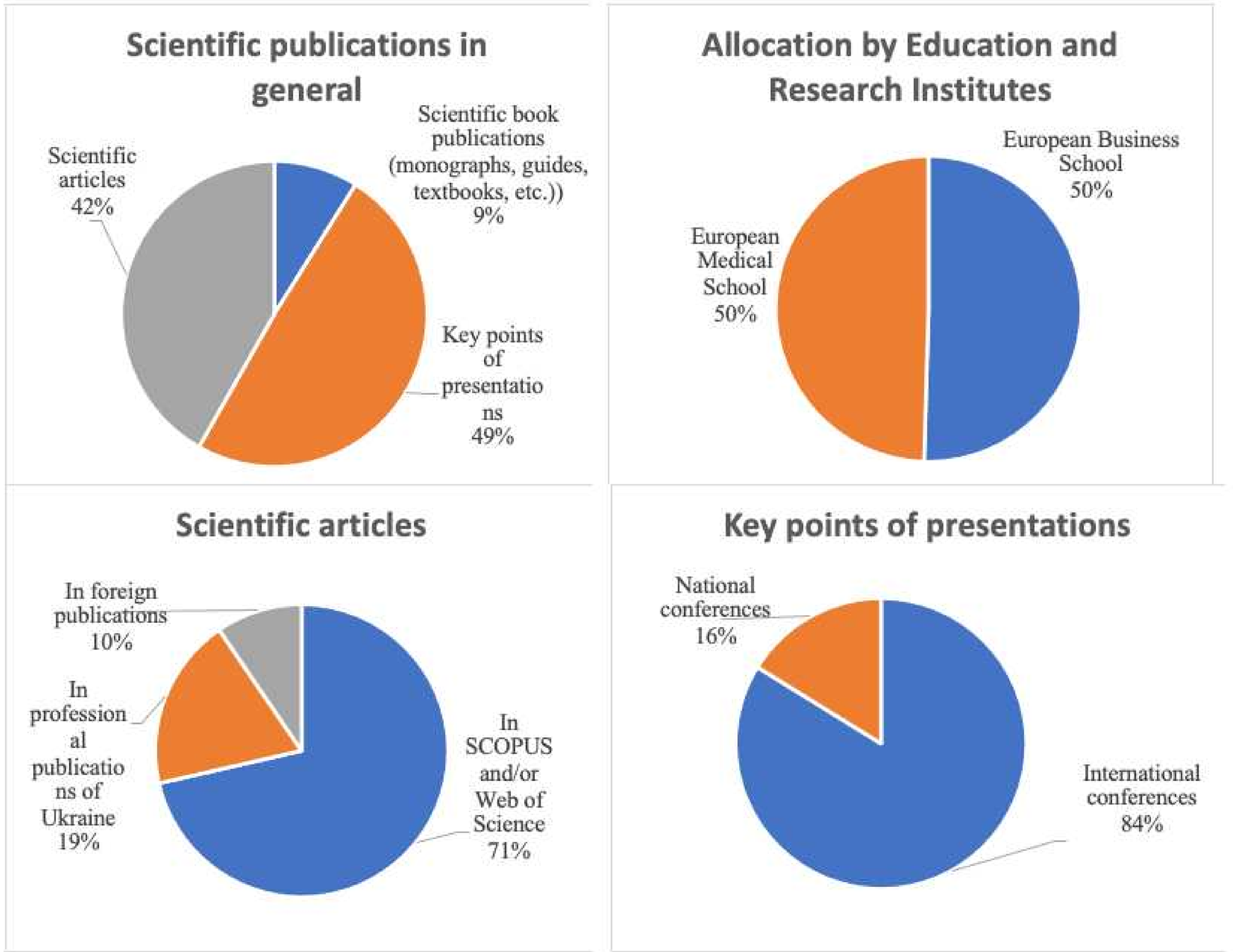


Fig. 5.1. **Structure of scientific publications by their main types in 2023**

The structure of published key points of presentations at scientific conferences also indicates the high level of international focus of University's research activities: 84% of such publications include reports at international scientific communication events.

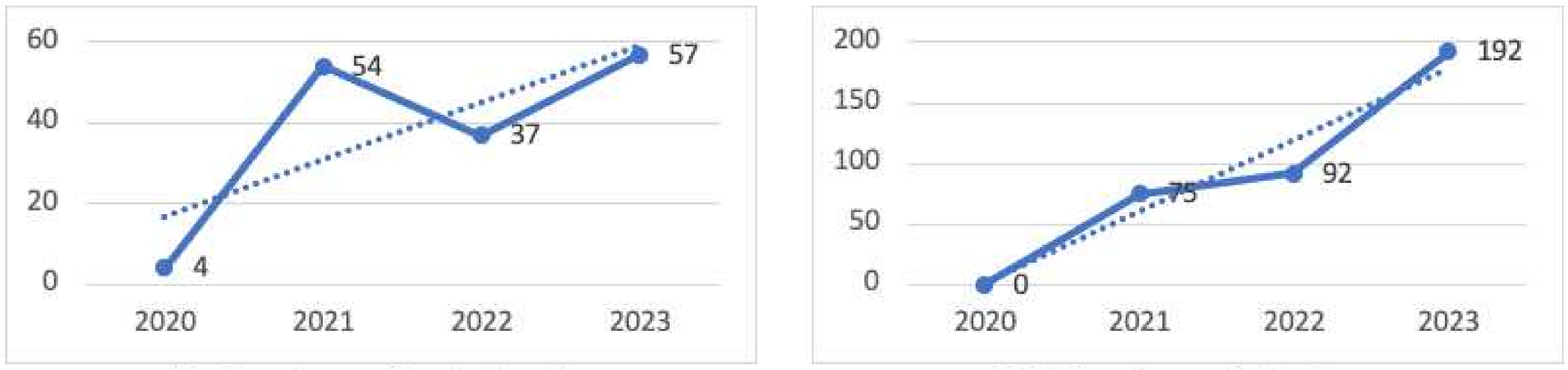
On average, each full-time academic staff member of the European Business School in 2023 prepared and published about 5 scientific papers, including 2 articles and 2.5 key points. On average, the full-time academic staff of the European Medical School published 3.8 scientific publications per employee, including 1.5 articles and 1.5 key points. The contribution of each of the institutes to the total scientific output of University publications was 50% (Fig. 5.1).

According to the results of 2023, International European University ranks 221st in the Webometrics ranking. Research findings and the number of publications in the Google Scholar open citation bibliographic database, which covers academic institutional repositories around the world, are also very important for the Webometrics ranking.

As of April 2023, according to the Scopus international scientometric database, International European University ranks 173rd (+9 compared to the previous period) among 204 higher education institutions in Ukraine. The total number of scientific publications is 98 (63 compared to the previous period), the total number of citations is 210 (92 compared to the previous period), the total Hirsch index of IEU for the period from April 2019 to April 2023 is 7 (+2 compared to 2019 – 2022).

In 2023, the institutional profile of International European University was formed in Scopus (ID 1727516334).

According to the IEU profile in Scopus, as of December 2023, the total number of scientific publications by authors affiliated with International European University is 152 (total number of authors is 57), including: 57 publications for 2023, 37 publications for 2022, 54 publications for 2021, 4 for 2020, in publications included in the international scientometric database (Fig. 5.2, A). In 2023, the number of papers indexed in Scopus for the year increased by 1.46 times. The number of citations received in 2023 in articles indexed in Scopus increased by 2.11 times. The total as of December 2023 is 366, 192 of which are citations for 2023 (Fig. 5.2, B) For this number of publications and citations, the annual Hirsch index for 2023 is 5.



A) Number of publications **B) Number of citations**

Fig. 5.2. **Dynamics in the total number of publications and citations in Scopus in 2022-2023**

The greatest contribution to the University's profile in Scopus in 2023 was made by Navolokina A., Pruc M., Szarpak I., Nazyrov Z., Vovk R., Chirico F., Govorkyan E., Bondarenko A., Doan S. and Hilfanova A. (Fig. 5.3).

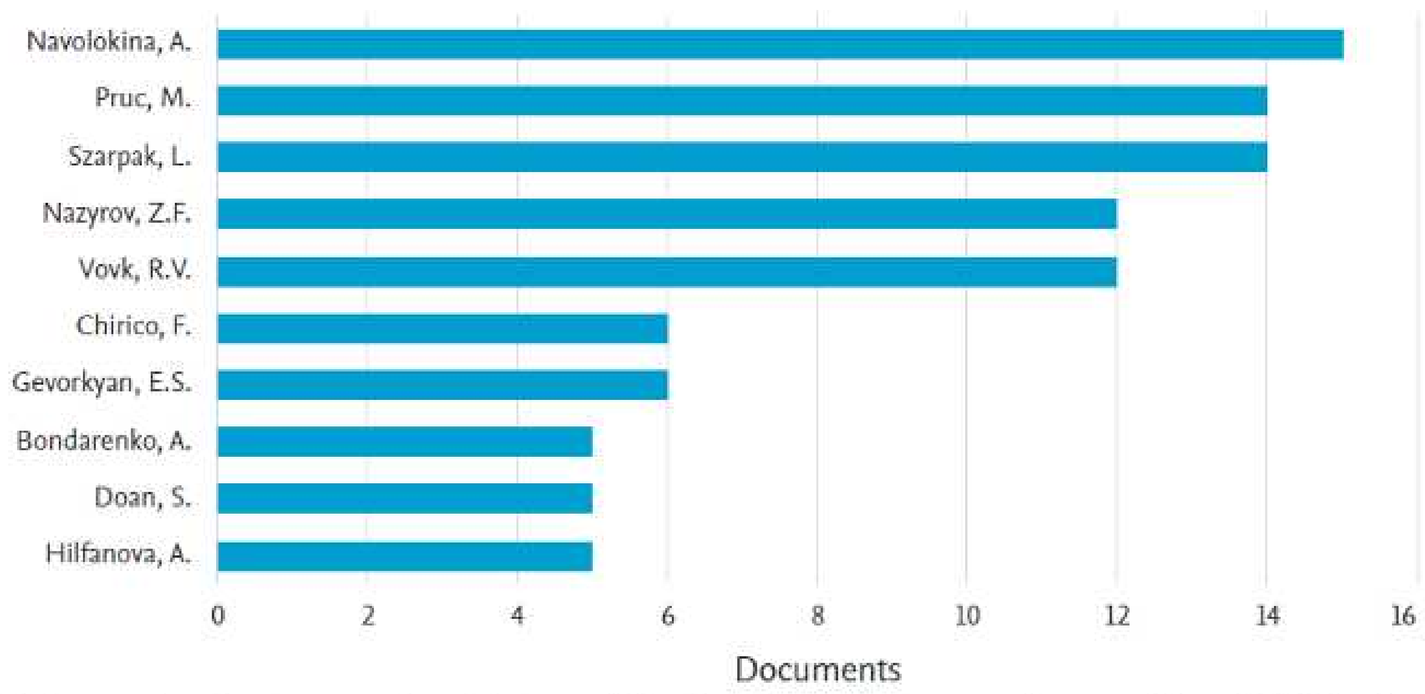


Fig. 5.3. **University's ten scientists with the largest number of published papers in publications indexed in Scopus in 2023**

In 2023, the most cited papers from the University's scientific achievements in Scopus were Sustainable Natural Resource Management to Ensure Strategic Environmental Development (35 citations in 2023, author: I. Mikhno), Sharing Model in Circular Economy towards Rational Use in Sustainable Production (16 citations, authors: I. Kalina and I. Mikhno), Need to update cardiological guidelines to prevent COVID-19 related myocardial infarction and ischemic stroke (8 citations, author: N. Litvinova), Risk Management of Forming Enterprises Integration Corporate Strategy (8 citations, author: O. Hutsaliuk).
The largest share in the structure of publications indexed in the Scopus database as of the end of 2023 (Fig. 5.4) is dedicated to medicine (25%), pharmacology, toxicology and pharmaceutics (15%), economics, business, management and finance (12%), social sciences and psychology (8%), as well as medical professions (6%).

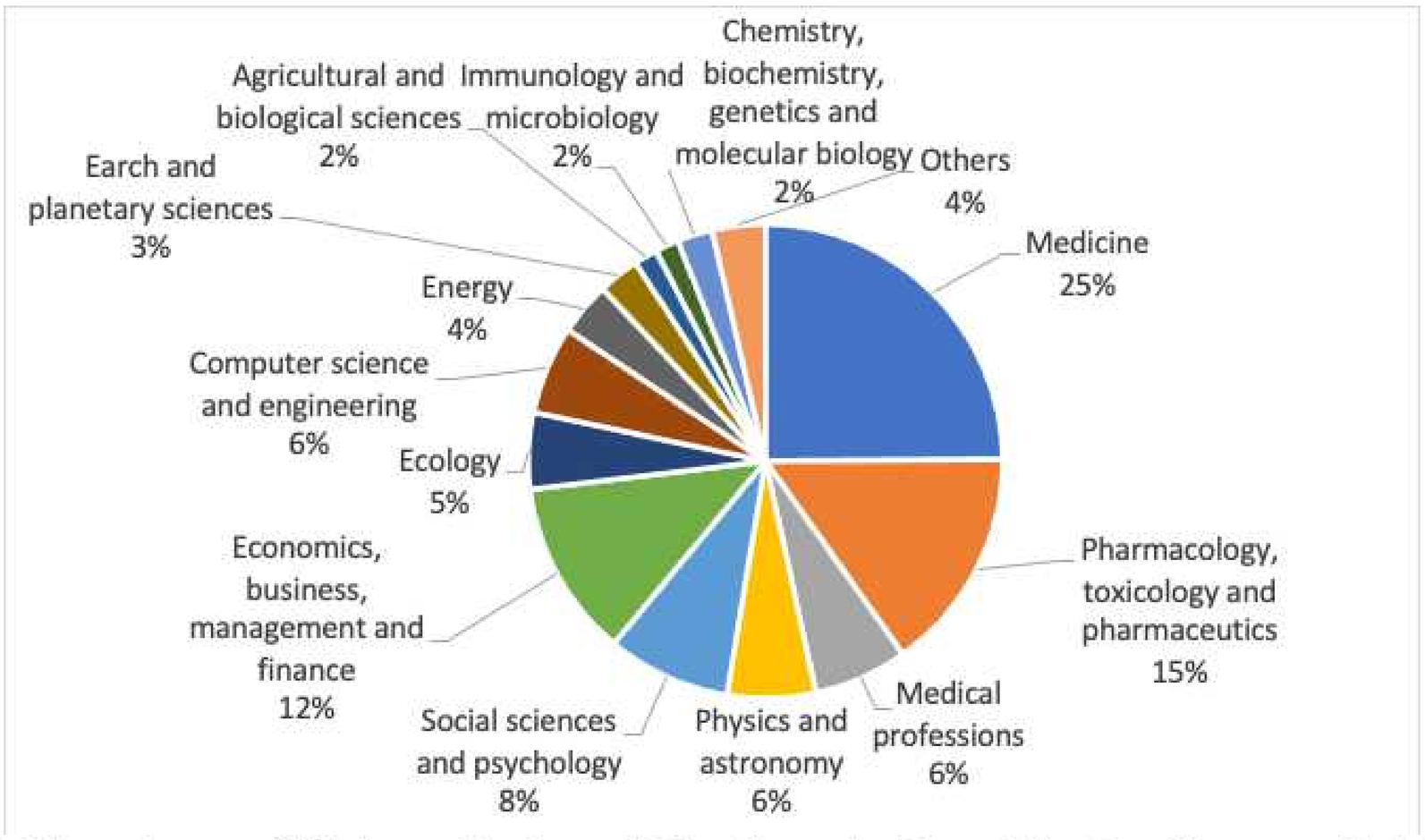
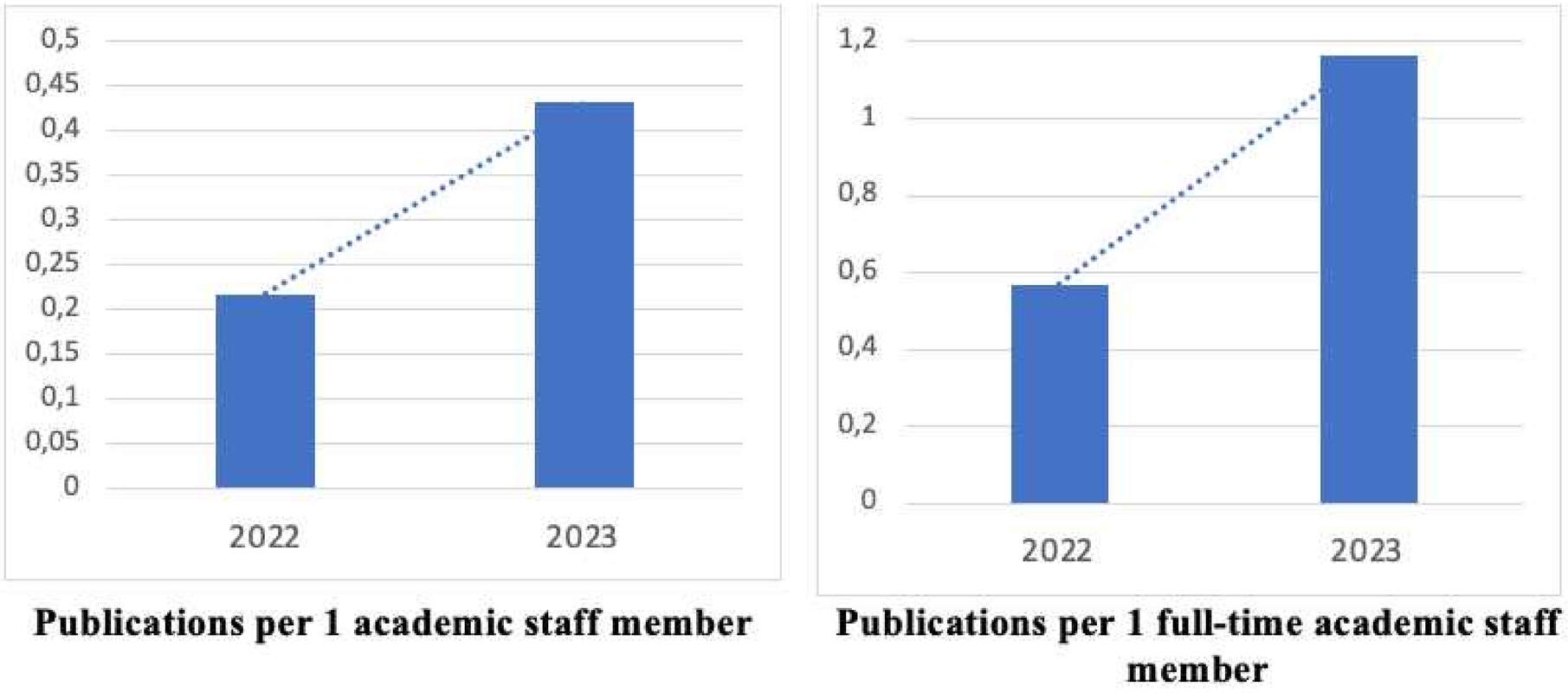


Fig. 5.4. **Structure of University's publications indexed in the Scopus database as of December 31, 2023, by research areas**

According to the National h-index (NHR) formed taking into account Hirsch indices in Google Scholar, Scopus and Web of Science, as of the fourth quarter of 2023, International European University ranked 318th (+46 compared to the second quarter of this year) among universities and research institutions in Ukraine (with a Scopus Hirsch index of 7 and a Google Scholar Hirsch index of 27 (+26 compared to the second quarter of this year).
Positive dynamics can be seen in the number of articles published during the year in publications indexed in the Scopus scientometric databases per 1 academic staff member (Fig. 5.5).



Publications per 1 academic staff member

Publications per 1 full-time academic staff member

Fig. 5.5 **Dynamics in the number of papers indexed in the Scopus database per one academic staff member in 2022 and 2023**

This increase resulted not only from improved approaches to motivation, in particular, the implementation of the Regulations on University Awards and Bonuses at International European University but also from the realization by the University staff of the importance of self-presentation of their research at the national and international levels.

According to the approved KPIs of the University's academic staff, each professor and associate professor of the corresponding department should publish at least one article per year in publications indexed by Scopus or Web of Science scientometric databases based on the results of scientific research. The University covers material costs associated with the publication of these materials.

In order to improve the quality and efficiency of scientific research, during the reporting year, annual planning of scientific activities, monitoring and assessment of results aimed at transparent coverage of research findings were carried out at the university level.

In 2023, University departments are carrying out 9 initiative research projects: Detection of depression among the population of Ukraine in wartime (Department of Internal Diseases), Differentiated approaches to pathogenetically based treatment of patients with diabetic foot syndrome (Department of Surgical Diseases with a Course in Anesthesiology and Intensive Care), Development and improvement of laparoscopic intervention in the treatment of peptic ulcer disease (Department of Surgical Diseases with a Course in Anesthesiology and Intensive Care), Optimization of treatment strategies in patients with purulent inflammatory processes of soft tissues as a complication after abdominal surgery (Department of Surgical Diseases with a Course in Anesthesiology and Intensive Care), Immunoprophylaxis of invasive pneumococcal and meningococcal infections, influenza and COVID-19, as well as the course of the post-vaccination period during routine immunization, adverse events following immunization, contraindications, vaccine interaction (Department of Pediatrics, Immunology, Infectious and Rare Diseases), An integrative approach to the study of

psychological processes and behavior, taking into account cognitive, emotional, social and biological aspects of the human psyche (Department of Social Sciences and Humanities), Comparative principles of studying Germanic philology: linguistic, literary and cultural studies (Department of Social Sciences and Humanities), Multidimensional interaction of cultural heritage, natural resources and social and economic factors in the focus of sustainable development, Financial, economic and managerial components of the shift to a new social and economic formation as part of Industry 4.0 and 5.0 (DR 0123U100576, 01.2023-12.2025). Summary information on the results of research activities performed by University scientists in 2023 is presented in Table 5.2. In total, according to the submitted reports, in 2023, 6 research projects were carried out at University departments (including 3 at the European Business School, 3 at the European Medical School), involving 17 academic staff members (Fig. 5.6).

Table 5.2

Performance of research activities in 2023

Unit	Topic of the research project, state registration number	Number of executors	Research findings in 2023
European Business School			
Department of Management, Finance and Business Administration	Research project: Development of banking supervision and regulation taking into account the impact of the banking sector's business architecture on economic growth and sustainable development (SR No. 0122U200455; chief executor – Ivan Franko National University of Lviv)	1	2 scientific papers, including 2 articles (1 of them in SCOPUS), were published; 1 copyright certificate was obtained
Department of Management, Finance and Business Administration	Research project: Financial, economic and managerial components of the shift to a new social and economic formation as part of Industry 4.0 and 5.0 (SR No. 0123U100576; chief executor – International European University, Department of Management, Finance and Business Administration)	10	65 scientific papers, including 38 articles (22 of them in SCOPUS; 1 in Web of Science; 13 – specialized; 1 – foreign publication; 1 – other publication); participation in the monograph (1 – section in the monograph); 26 key points of presentations; 10 copyright certificates were obtained and 1 was submitted for receipt
Department of Information Technology	Study of reporting processes of scientific institutions and digitalization of the procedure for registering scientific institutions supported by the state in accordance	1	3 key points of presentations were published, 3 articles in specialized journals were accepted

	with the Order of the Ministry of Education and Science of Ukraine No. 1172 dd. December 26, 2022. Executor: Ukrainian Scientific Center for Information Technology Development		
Total per EBS		**12**	
European Medical School			
Department of Pediatrics, Immunology, Infectious and Rare Diseases	Variable CD18 expression in a 22-year-old female with leukocyte adhesion deficiency I: Clinical case and literature review	3	Bondarenko AV, Boyarchuk OR, Sakovich IS, Polyakova EA, Migas AA, Kupchinskaya AN, Opalinska A, Reich A, Volianska L, Hilfanova AM, Lapiy FI, Chernyshova LI, Volokha AP, Zabara DV, Belevtsev MV, Shman TV, Kukharenko LV, Goltsev MV, Dubouskaya TG, Hancharou AY, Ji W, Lakhani S, Lucas CL, Aleinikova OV, Sharapova SO. Variable CD18 expression in a 22-year-old female with leukocyte adhesion deficiency I: Clinical case and literature review. Clin Case Rep. 2023 Aug 16;11(8):e7791. doi: 10.1002/ccr3.7791. PMID: 37601427; PMCID: PMC10432584.
	A Ukrainian infant with giant coronary aneurysms: A case report and literature review.	1	Klymyshyn Y, Datsko O, Stepanovskyy Y, Nagao Y, Nagayama Y, Ueno S, Sheremet M. A Ukrainian infant with giant coronary aneurysms: A case report and literature review. Clin Case Rep. 2023 May 4;11(5):e7301. doi:10.1002/ccr3.7301. PMID: 37151939; PMCID: PMC10160427.
Department of Internal Diseases	Study of the state of mental health of relatives of alcohol addicts and development of a psychoprophylaxis program for this population (code: НАМН.РА.8П.21; chief executor – Institute of Neurology, Psychiatry and Narcology of the National Academy of Medical Sciences of Ukraine)	1	2 articles in Ukrainian Bulletin of Psychoneurology were published
Total per EMS		**5**	x
Total per IEU		**16**	x

In the reporting period, the European Business School carried out the research project on the topic: Financial, economic and managerial components of the shift to a new social and economic formation as part of Industry 4.0 and 5.0 (SR No. 0123U100576; chief executor is International European University, the Department of Management, Finance and Business Administration).

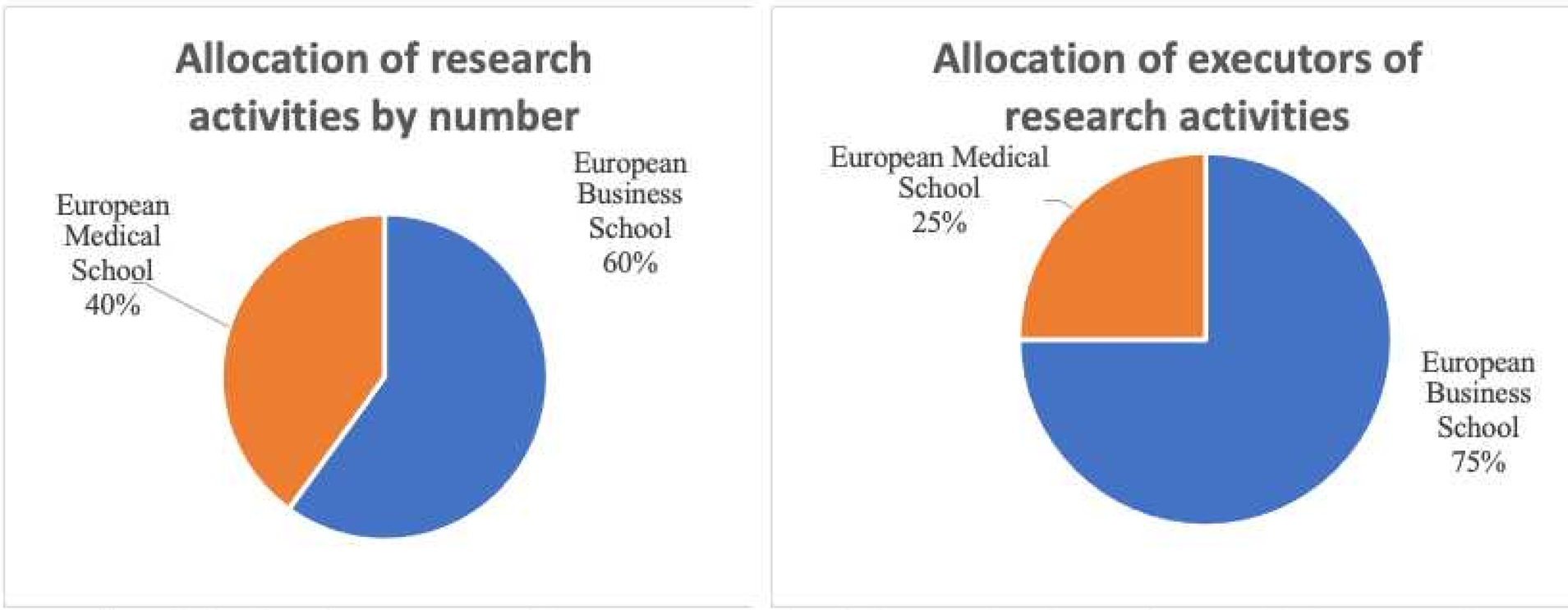


Fig. 5.6. **Performance of research activities per Education and Research Institutes in 2023**

Besides, IEU researchers conducted research as part of research teams at other universities, namely:

• I.M. Boiarko, Professor at the Department of Management, Finance and Business Administration, conducted research on the topic: Development of banking supervision and regulation taking into account the impact of the banking sector's business architecture on economic growth and sustainable development (SR No. 0122U200455; chief executor – Ivan Franko National University of Lviv).

• V.M. Postrelko, Professor at the Department of Internal Diseases, conducted research on the topic: Study of the state of mental health of relatives of alcohol addicts and development of a psychoprophylaxis program for this population (code: НАМН.РА.8П.21; chief executor – Institute of Neurology, Psychiatry and Narcology of the National Academy of Medical Sciences of Ukraine).

• L.V. Zakordonets, Associate Professor at the Department of Internal Diseases, took part in the collective research: _____ supported by grants from the Ministry of Education and Science of Ukraine No. 11BF036-01, No. 19BF036-01, and the Presidential Grant for Talented Youth No. 12/2011.

The high quality of the research findings is evidenced by the receipt of documents protecting the intellectual property of the authors. Thus, in 2023, University scientists registered 1 utility model (Method of modeling type 2 diabetes to assess its impact on the reproductive function of male mice (S.I. Ukrainska), obtained 6 copyright certificates for scientific works and submitted 1 application for a copyright certificate for a work.

In 2023, leading scientists of the University were actively involved in the review of scientific papers and other types of expert work: they took part in the work of the specialized academic council as an official opponent of 1 thesis, provided feedback (reviews) on 2 theses for the degree of Doctor of Economics, reviewed more than 100 manuscripts of articles for publications indexed in Scopus or Web of Science.

Based on the principles of academic integrity, priorities for 2024 include:
• increasing the share of the academic staff who meet the standards of scientific activities of the University based on the principles of academic culture and values of academic integrity;
• improving the quality of scientific research carried out at the University in the course of research activities, publishing their results in peer-reviewed journals indexed in leading international scientometric databases (Scopus, WoS), ensuring the growth of citation of scientific papers and citation indices by intensifying the publication of high-quality scientific papers in ranked journals, in co-authorship with foreign scientists, based on the results of joint research projects;
• Ensuring wider adoption of innovative research-based learning technologies and increasing student participation in research activities.
One more significant area of University operations is expanding inter-university cooperation with national and foreign partners, which increases the level of scientific achievements, the quality of scientific communication activities and educational services in general. This approach makes the efficiency of University's scientific activity systematic.

5.3. Scientific communication activities

An important area of the researcher's presentation work and promotion of University's scientific achievements is the participation of scientists in various scientific communication activities to introduce the main research findings to the public and discuss them.
In 2023, University scientists took part in 86 scientific events, including 36 (42% of the total) scientific conferences, 4 (4%) symposia, 7 (8%) congresses, 5 (6%) discussion round tables, 4 (4%) scientific festivals and forums, 7 (8%) professional schools for the exchange of experience and 23 (27%) seminars, webinars and trainings (Tables 5.3, 5.4, Fig. 5.7).

Table 5.3

Scientific communication activities involving University scientists in 2023

No.	Event
	International
1.	International Scientific Conference: Innovative Methods of Economic Management in the Context of Business Digitalization
2.	International Scientific Conference of Students and Young Scientists: Modern Trends in the Development of Economic and Social Sectors: National and International Experience

3.	International Scientific Conference: Modeling and Optimization in Transport and Logistics
4.	International Scientific Conference: MEDICINE OF FIVE CONTINENTS
5.	7th International scientific and practical conference: Scientific research in the modern world.
6.	International Scientific Conference of Students and Young Scientists: Modern Trends in the Development of Economic and Social Sectors: National and International Experience
7.	MOL2NET'23, ***Conference*** on Molecular, Biomedical, Computational, & Network Science and Engineering
8.	3rd International Scientific Conference: Problems and Achievements of Modern Biotechnology
9.	The International research and practice conference: Nanotechnology and nanomaterials (NANO-2023)
10.	Global science: prospects and innovations. Proceedings of the 3rd International scientific and practical conference
11.	The 6th International scientific and practical conference: Modern problems of science, education and society
12.	Current challenges of science and education. Proceedings of the 4th International scientific and practical conference
13.	International Scientific Conference: Post-War Development of Ukraine: Challenges and Drivers of Economic Recovery and Sustainable Functioning in the Context of European Integration Processes
14.	IPIC2023
15.	PRO TORCH 2023
16.	RSU ResearchWeek 2023, Rīga Stradiņš University
17.	Scientific research in the modern world. Proceedings of the 9th International scientific and practical conference
18.	International Conference on Gynecology and Obstetrics
19.	Imunopedia ***Symposium***
20.	Scottish Computational Chemistry ***Symposium***
21.	Online ***Congress:*** IV Kyiv Skin Allergy and Immunology Meeting
22.	6th International ***Congress***: ANTIBIOTIC RESISTANCE STOP
23.	2nd International Congress: FamilyDoc
24.	7th International Pediatric Congress: Child Health
25.	International Medical ***Forum***: Medicine of Ukraine and the World
26.	Anniversary International Medical ***Forum***: Medicine of Ukraine and the World: Fundamentals, Realities and Strategic Prospects
27.	43rd Annual ***Meeting*** of Japanese Society of Kawasakidisease
28.	1st International Kawasaki Disease Registry & EUROKiDs Joint ***Meeting***
29.	The Green And Sustainable Chemistry ***Bootcamp*** With John Warner
30.	Christmas ***Readings*** on Allergology and Immunology in Lviv
31.	***Seminar:*** Combinatorial Configurations and Their Applications
32.	***Seminar:*** HIV Infection. How to Protect Yourself?
33.	***Seminar:*** Infections and Immunity
	All-Ukrainian
1.	3rd Scientific Internet Conference: Development of Natural Sciences as a Foundation for the Latest Achievements in Medicine: materials

2.	Scientific Conference: Theoretical and Applied Aspects of Medical and Biological Sciences
3.	Scientific Conference: Infections and Immunity
4.	Conference: Summer Dangers in Medical Practice
5.	Scientific Conference: Advances in Neurology
6.	Scientific Conference: Modern Neonatal Genetic Screening in Ukraine
7.	HAE-Project
8.	Scientific Conference with International Participation: IPIP-2023: International platform for integrative pediatrics
9.	All-Ukrainian Scientific Conference: Relevant Issues of Infectious Diseases in Children
10.	Scientific Conference with International Participation: Difficult Patient in Pediatric Practice
11.	Scientific Conference with International Participation: Urgent Issues of Pediatric Rheumatology
12.	Scientific Conference: Recurrent Edema. At the Edge of Specialties
13.	Scientific Conference with International Participation: Medical and Social Problems of Childhood
14.	Scientific Conference: Relevant Issues of General and Vascular Surgery
15.	Scientific Conference with International Participation: News of European and World Pancreatology. Comorbidity in Pancreatology. Pancreatic Cancer: Problems of Diagnostics and Treatment (World Pancreatic Cancer Day)
16.	Scientific and educational advanced training: Actual issues of ensuring the quality of higher education in modern conditions
17.	Scientific Conference with International Participation: Development of the Public Health System of Ukraine in the Context of War and Post-War Reconstruction
18.	Scientific Conference with International Participation: Multidisciplinary Approach in Emergency and Rehabilitation Medicine
19.	5th Congress of the Ukrainian Academy of Pediatric Specialties
20.	16th Congress with International Participation: People and Pharmaceutical Drugs – Ukraine
21.	2nd National Medical Congress with International Participation: Antimicrobial Resistance: Global Challenges
22.	Symposium: Hereditary Angioedema: At the Edge of Specialties (with international participation)
23.	Symposium: Hereditary angioedema (with international participation)
24.	All-Ukrainian Round Table: Independent Audit in the Anti-Corruption System of Open Society
25.	Round Table – Meeting of the Committee on National Health, Medical Assistance and Medical Insurance of the Verkhovna Rada of Ukraine: Problems and Prospects of Medical Education Development in Ukraine: Current Challenges
26.	Discussion around vaccination. Recommended vaccinations
27.	10th Forum of Owners and Managers of Medical Business – Zablotskyi Forum
28.	Festival of Youth Science: Medicine of the Third Millennium
29.	Specialized School: Immunology Summer School for Juniors
30.	School of Neurologists
31.	Specialized School: Clinical Cases in Pediatric Practice
32.	Azov camp for family medicine interns
33.	Azov School of Family Medicine

34.	Seminar: Academy of Family Doctor: Pain syndrome in the Practice of a Family Doctor
35.	All-Ukrainian Seminar: Rare diseases. Genetics for Medical Professionals
36.	Webinar: Diseases from Pets: the View of an Infectious Disease Specialist and Allergist
37.	Seminar: Vaccination in the Context of Limited Resources
38.	Seminar: Family Doctor's Work in Wartime. Conditions, Difficulties and Strategies of Work
39.	15th Scientific Conference with International Participation: Improving Nutrition for Human Health and Longevity
40.	Seminar: Pediatrics from A to Z: Infectious Diseases in Summer
41.	Professional Seminar: PedSmart. Vaccination
42.	Seminar: Vaccination of Risk Groups
43.	Webinar: Vaccination School for Nurses. COVID-19 Vaccination: What's New?
44.	Seminar: Respiratory Diseases, Allergies and Antibiotic Resistance
45.	Seminar: Ophthalmic Disasters. Pandemic, War and Other Challenges: How to Resist Stress and Save Your Vision
46.	Webinar: COVID-19 Vaccination: Answers to Questions"
47.	Seminar: Rational Antibiotic Therapy in Pediatrics
48.	Seminar: Summer Dangers
49.	Seminar: Rare Diseases. Genetics for Medical Professionals
50.	Training by UNICEF and the Ministry of Health of Ukraine: Using the MH GAP Guidelines for the Management of Child and Adolescent Mental Disorders
51.	Training in Breastfeeding as part of the Together to Health project by UNICEF and the Ministry of Health of Ukraine
52.	MH GAP for Coaches (UNICEF, Ministry of Health of Ukraine)
53.	***Training***: Organization of Psychological, Psychiatric and Physical Rehabilitation of Military Officers and Civilians in Ukraine involving experts from Estonia and Ukraine

38% of the total number of scientific events involving University scientists in 2023 were international (Fig. 5.7).

Table 5.4

Participation in scientific activities in 2023

Type of events	International	All-Ukrainian	Total
Scientific conferences	18	18	36
Symposia	2	2	4
Congresses	4	3	7
Round tables and discussions	2	3	5
Festivals and forums	2	2	4
Professional schools	2	5	7
Seminars (webinars) and trainings	3	20	23
Total	**33**	**53**	**86**

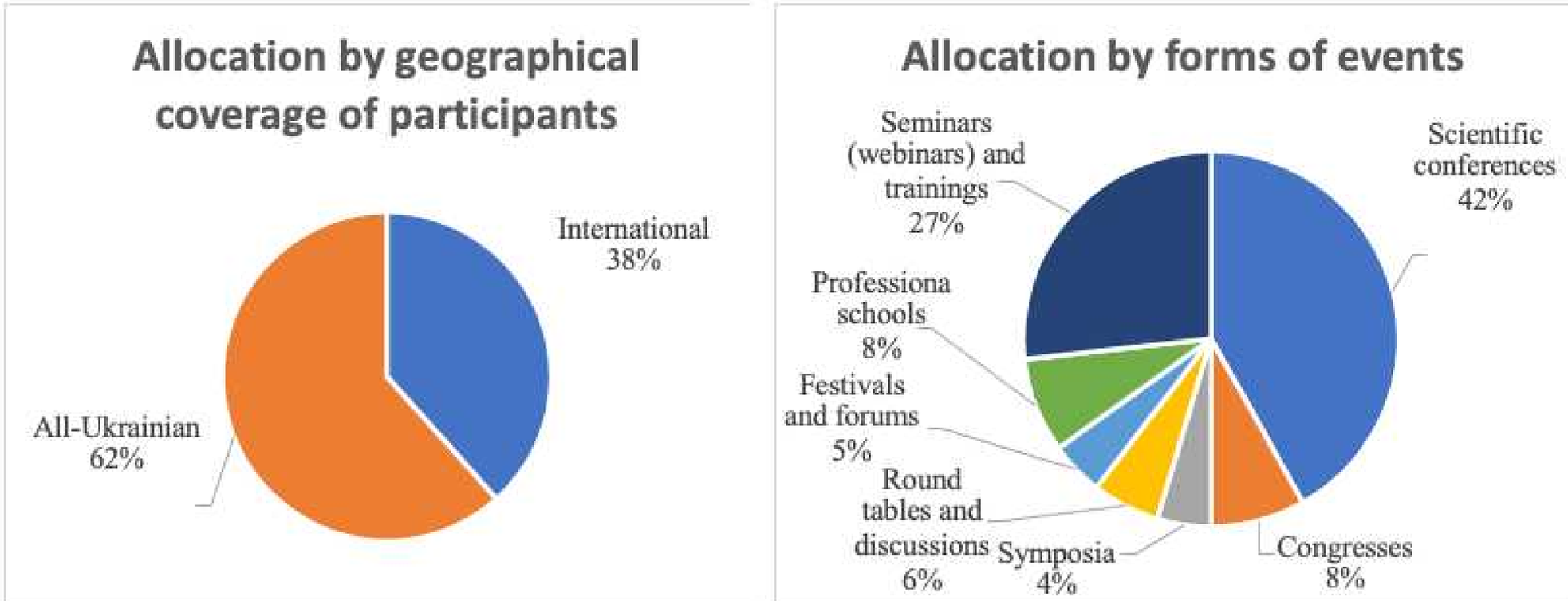


Fig. 5.7. **Participation in scientific communication activities in 2023**

University researchers not only take part in events organized by others but also actively initiate efficient scientific discourse by organizing and conducting conferences, seminars, workshops and trainings at the University and other partner institutions (Table 5.5).

In 2023, University Departments and Institutes organized (or co-organized) 29 scientific and educational events, including 5 scientific conferences, 9 workshops (trainings), 8 scientific seminars, 2 congresses, 2 symposia, 1 professional school, 1 scientific forum and 1 round table (Table 5.5).

Table 5.5

Scientific events organized and held by International European University in 2023

No.	Date	Scientific and communication event
1.	January 31, 2023	Workshop (training): Skin Diseases (Medfocus Medical Consultation. Vascular)
2.	February 15, 2023	Scientific Seminar: Skin Alphabet
3.	February 22, 28, 2023	Scientific Seminar: Medical Practice. School of a Healthy Child
4.	March 15, 2023	Scientific Seminar: Rational Antibiotic Therapy in Pediatrics
5.	March 25, 2023	16th Congress with International Participation: People and Pharmaceutical Drugs – Ukraine
6.	March 28, 2023	Workshop (training): MEDcompass: the Course for Innovation. Men and Women, What Do They Have in Common in Terms of Skin and Hair Health
7.	March 31, 2023	Workshop (training): MEDfocus: Professional Dialogue. Life without a Pause: Woman's Beauty and Health at an Elegant Age.
8.	May 25-26, 2023	International Scientific Forum: Science and Innovation: the Modern Vector for Development of Europe and the World

9.	May 25, 2023	International Scientific Conference: Medicine of Five Continents
10.	May 26, 2023	International Scientific Conference: Post-War Development of Ukraine: Challenges and Drivers of Economic Recovery and Sustainable Functioning in the Context of European Integration Processes
11.	May 30, 2023	Workshop (training): MEDfocus: Professional Dialogue: Urology from Tradition to Innovation
12.	June 9, 2023	Symposium: Inflammatory and Parasitic Diseases of the Skin of the Face and Around Eyes
13.	June 15-17, 2023	Symposium: Recurrent Angioedema: at the Edge of Specialties
14.	June 30, 2023	Scientific Seminar: Medcompass: a Course for Innovation: Health of Men and Women. What is common?
15.	July 5, 2023	Scientific Round Table: MEDfocus: Professional Dialogue. Allergodermatoses. What a Family Doctor Needs to Know
16.	July 20, 2023	Scientific Conference: Summer Dangers
17.	July 26, 2023	Scientific Seminar: FamilyDermaCase, Practical Experience from Leading Experts
18.	July 25-29, 2023	All-Ukrainian Professional School: Summer School of Immunology for Juniors
19.	September 7, 2023	Workshop (training): MYDERM SKIN BIOPSY
20.	September 21, 2023	Congress: People and Pharmaceutical Drugs – Odesa, Kyiv, Dnipro
21.	October 28-29, 2023	Workshop (training): 50 Shades of Dermatoscopy
22.	November 7, 2023	Scientific Seminar: Modern Aspects of Diagnostics and Treatment of Infertility
23.	November 22, 2023	International Scientific Conference of Students and Young Scientists: Modern Trends in the Development of Economic and Social Sectors: National and International Experience
24.	November 22, 2023	Series of simulation trainings for members of mobile CPR, BLS/AED teams: Fundamentals of Life Support with Using an External Automated Defibrillator
25.	November 27, 29, 2023	Seminar with General Practitioners of Family Medicine in Kyiv
26.	November 28, 2023	Workshop (training): Life Without a Pause
27.	November 30 – December 1, 2023	All-Ukrainian Scientific Conference: Infections and Immunity
28.	December 8, 2023	Workshop (training): Bioacoustics

The main form of scientific communications used at the University in 2023 was seminars and trainings accounting for 59% of the total number of scientific and educational events organized and held by the University together with partners (Fig. 5.8). Conferences were also actively organized, accounting for 17% of the total number of scientific events, congresses (7%) and symposia (7%).

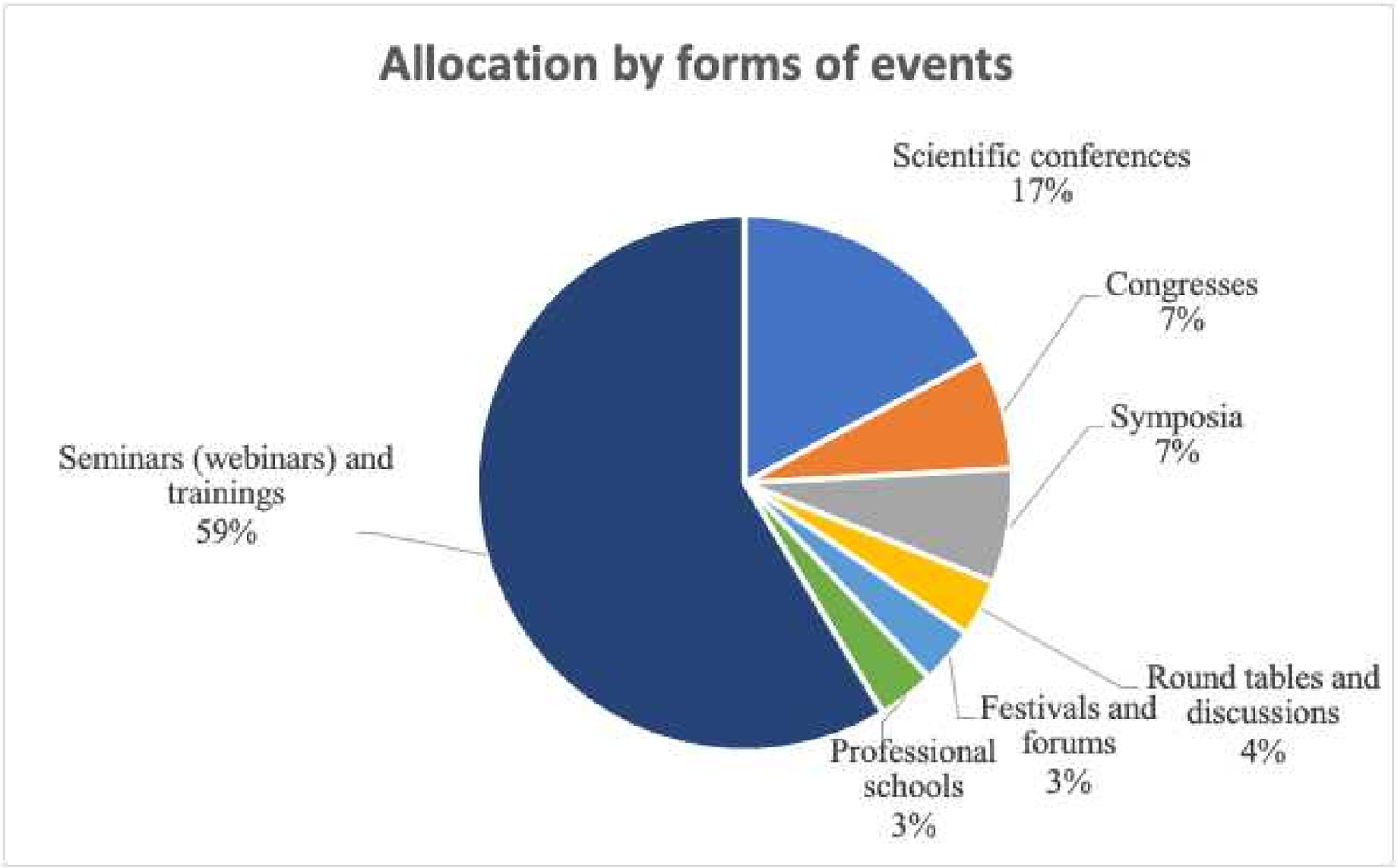


Fig. 5.8. **Scientific events organized and held by International European University in 2023**

During the reporting period, International European University hosted the First International Scientific Forum: Science and Innovation: the Modern Vector for Development of Europe and the World (May 25-26, 2023). The Forum included the International Scientific Conference: Medicine of Five Continents and the International Scientific Conference: Post-War Development of Ukraine: Challenges and Drivers of Economic Recovery and Sustainable Functioning in the Context of European Integration Processes to mark Science Day in Ukraine. The Forum was organized with the support of 11 co-organizing partners, including 5 foreign universities.

A total of 66 key points were submitted for conferences, with a total of 122 participants, including 39 students, postgraduate students and interns.

Representatives of 17 institutions took part in conferences: higher education institutions, research centers and public organizations from Ukraine, Italy and the USA.

A collection of key points was published in printed and electronic form available on the IEU website and in the IEU repository in open access.

The University received 2,550 UAH for participation in two conferences.

On World Science Day, November 22, 2023, the University held the First International Scientific Conference of Students and Young Scientists: Modern Trends in the Development of Economic and Social Sectors: National and International Experience.

The scientific event was held at International European University in partner

ship with 9 universities, medical institutions and organizations, including 5 foreign institutions.
The conference was attended by representatives from 25 institutions: universities, medical and scientific institutions of Ukraine, Italy, Poland and Slovakia.
The total number of participants was 100, 96 from Ukraine, 4 from foreign countries, including: 70 students and 30 young scientists.
Participants submitted 77 key points included in the conference collection of key points.
The conference focused on such topics as psychological support for families who have lost their loved ones, physical and mental rehabilitation of military officers and civilians using virtual reality, the use of artificial intelligence as a progressive method of diagnostics and treatment, innovative management solutions in business processes and the social sector. The research of young scientists is of practical social importance aimed at helping people to withstand this war and win.
Based on the results of the conference, the collection of key points was published in electronic form, and the collection is available in the university repository and on the IEU website in open access. Participation in the scientific event was free of charge.

5.4. Training of highly qualified personnel

In 2023, the University launched the training of the highly qualified scientific and academic staff in postgraduate and adjunct studies at the third (educational and scientific) level of higher education.
In the long-term aspect, the development of the system of highly qualified personnel training at the University is determined by the Concept of Educational Activities of the University at the third (educational and scientific) level of higher education approved by the Academic Council in May 2023.
The Concept of Educational Activity of the University at the third level of higher education implies the training of a new formation of highly qualified representatives of the scientific and academic community able to think creatively, adopt innovations and integrate into the European community and the global scientific and educational space, apply innovative methods, technologies and tools in educational and scientific activities, make a worthy contribution to the development of society by creating new knowledge based on the results of original fundamental and applied research, preserving, creatively developing and promoting major achievements of modern world science in the relevant industry field in the academic and business environments based on internationalization and integration of education, science and practice, using the best European standards.
The systematic and purposeful training of the scientific staff through postgraduate studies will guarantee the continuity of the scientific process, establish the University’s personnel reserve and motivate young people who have successfully completed their second (Master’s) degree to choose scientific and academic activities as a leading vector of their life path.

Table 5.6

Number of postgraduate students undergoing the training to obtain a PhD degree in University's educational and scientific programs as of December 31, 2023

Year of training	Educational and scientific program			Total
	Finance, Banking, Insurance and Stock Market	Management	Medicine	
1st year	7	9	6	**22**
2nd year			1	**1**
Total	**7**	**9**	**7**	**23**

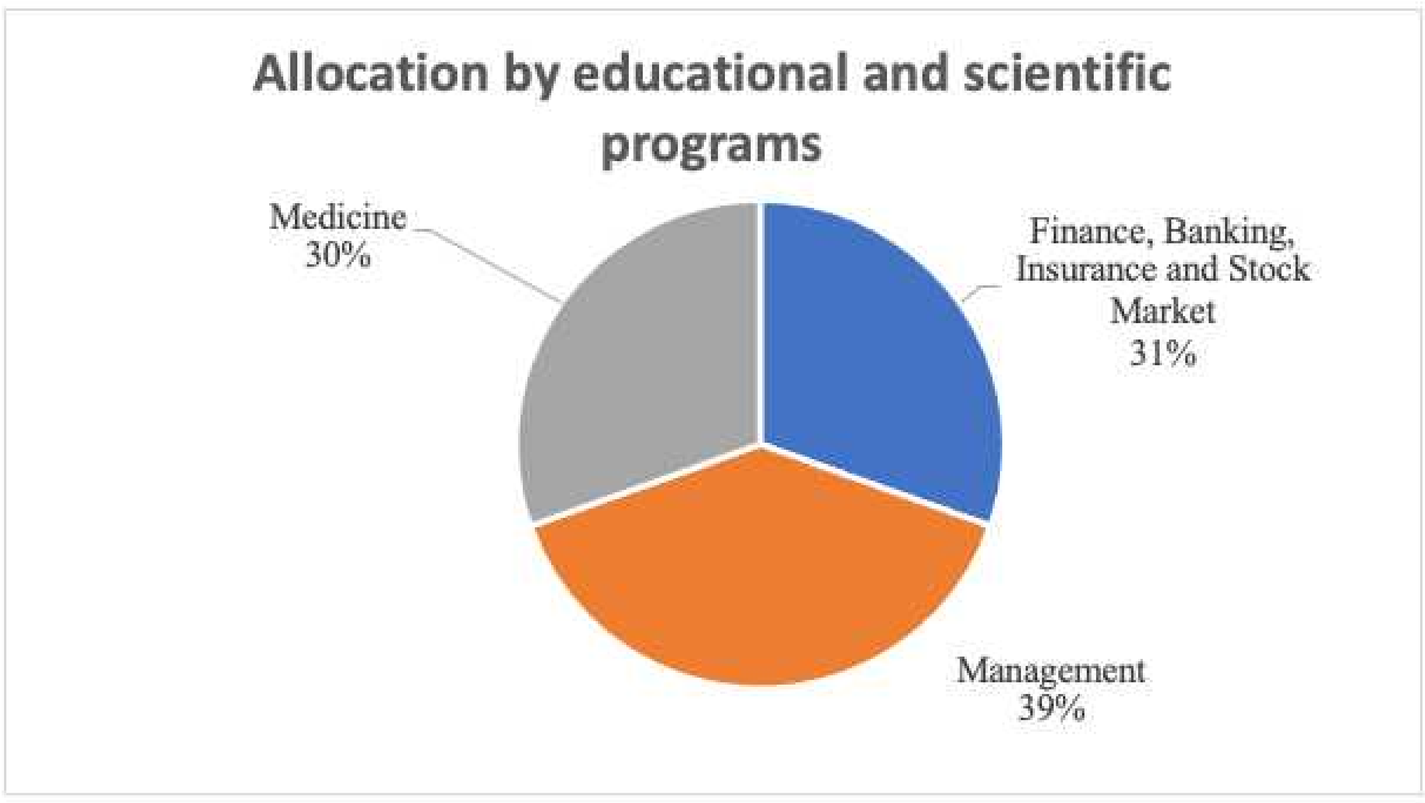


Fig. 5.9. **Structure of the number of postgraduates in educational and scientific programs in 2023**

The University trains PhDs in three educational and scientific programs: in specialties: 072 Finance, Banking, Insurance and Stock Market, 073 Management and 222 Medicine.

According to the results of the 2023 admission campaign, as of the end of the year, 23 students are enrolled in postgraduate studies, including 7 (30.5%) in the 072 Finance, Banking, Insurance and Stock Market specialty, 9 (39%) in 073 Management and 7 (30.5%) in 222 Medicine (Table 5.6, Fig. 5.9).

In the future, postgraduate studies, doctoral studies and specialized academic councils of the University are one of the most important components in the training of scientific and academic staff of the highest qualification. The expansion of scientific schools and the implementation of the above-mentioned tasks form the strategic vision of the higher education institution.

5.5. Scientific activities of students

Students' research activities are an integral part of scientific activities of International European University and the first stage in the training of scientific staff. It is one of the most important means of improving the quality of training of specialists with higher education, expanding general and professional outlook, the most important way to develop students' skills of independent creative search in the chosen knowledge area, as well as helping determine their level of competitiveness on the labor market. Talented young people are engaged in scientific research as part of scientific groups, research activities of Department, scientific conferences, student research paper competitions, publication of scientific articles and key points based on the results of scientific conferences.

Since October 2023, the Scientific Society of Students, Postgraduates and Young Scientists of International European University has been operating at IEU in accordance with the Regulations on the Scientific Society of Students, Postgraduates and Young Scientists of International European University (decision of the Academic Council No. 8 dd. November 2, 2023). It aims to comprehensively promote the development of the scientific and creative potential of talented young people, develop a scientific outlook, promote the development of inter-university and international scientific cooperation, initiate new knowledge and use the research findings to solve urgent problems of economic and social development.

During this time, members of the IEU Scientific Society organized and held public meetings, participated in the organization and holding of the First International Scientific Conference of Students and Young Scientists: Modern Trends in the Development of Economic and Social Sectors: National and International Experience, the organization of the Science Week and the summing up of the students' research rating.

Activities of scientific groups and clubs at Departments of Education and Research Institutes contribute to the development of creative capabilities of young people. Key objectives of the student sector of the scientific society are implemented through the fulfillment of goals set for student scientific clubs in accordance with their professional focus.

At the European Medical School, the Scientific Society unites 2 scientific student groups and the Young Researches Club bringing together medical students, interns and postgraduates. The international consultant of the club is Mr. Łukasz Szarpak, the President of the Board at Polish Society of Disaster Medicine, Director of the Department of Clinical Research and Development, LUXMED Group, Warsaw, Poland; Professor, PhD, MD, DPH, MBA, DBA, Honorary Professor of International European University. Students of the Medicine EP (Zohal Mahboobi, Tuboltseva Oleksandra, Navolokin Ihor, etc.) conduct research and publish the results under the supervision of Łukasz Szarpak. In 2023, students published 3 articles in co-authorship with their supervisors and experienced scientists in top-rated international scientific journals indexed in the SCOPUS scientometric database.

Scientific groups: Anatomical and Physiological Fundamentals of Medicine (headed by Lecturer Y.R. Izirinska) and Advanced Study of Medical Biology (headed by Associate Professor M.M. Mykhailiuk) operate at the Department of

Fundamental, Medical and Preventive Disciplines in accordance with the approved work plans for the 2023/2024 academic year.
Since September 2023, the Student Scientific Group: Economy in the Context of Digitalization and Innovative Technologies (headed by O.V. Panchenko) has been operating according to the work plan at the Department of Management, Finance and Business Administration of the European Business School.
Under the supervision of Associate Professor O.V. Panchenko, students of the European Business School took part in the All-Ukrainian contest of qualifying papers in the 075 Marketing specialty of the first (Bachelor) and second (Master) levels of higher education. The winner's diploma of the third degree in the nomination: On Marketing Topics in Non-Core Specialties was awarded to Oleksandr Burdiian, a Master's degree student with the competitive paper: Increasing the Competitiveness of a Domestic Enterprise Using Marketing.
The combination of the educational process and scientific activities at the University implies the involvement of students in scientific research of Departments, scientific communication events and publication activities. In total, during the reporting calendar year, 55 University students were involved in research projects. Based on the results of the research conducted by students under the supervision of lecturers at Departments, 80 scientific papers were published, including 3 articles indexed in SCOPUS, 1 article in a phase scientific publication and 76 key points of presentations (Table 5.7).
In order to encourage and stimulate scientific activities of students, the University has developed a scale for assessing the scientific work of students at International European University, which is part of the Regulations of the Education and Research Institute on the Assessment of Learning Outcomes of Students (decision of the Academic Council No. 7 dd. September 28, 2023). When defining the final grade in a discipline, one can take into account additional points received by the student for the scientific work performed in the chosen discipline.

Table 5.7

Scientific publications of University students in 2023*

Type of publications	European Medical School	European Business School	Total**
Articles	3	1	4
Key points of presentations	38	38	76
Total	**41**	**39**	**80**

An important task for the next year is to further expand the involvement of students in research activities at the University by:
• creating research groups implement research activities and research projects, involving students:
• forming topics of theses and term papers, taking into account the priority research topics;
• active participation of students in international and All-Ukrainian competitions of scientific papers;
• organizing activities of the student editorial board of the Scientific Student Discourse publication;
• continuing the practice of organizing the work of student scientific groups at Departments.

5.6. Academic integrity

Academic integrity is a concept based on simple and clear values: honesty, trust, justice, respect, responsibility and courage. Respect for one's own opinion begins with respect for opinions of others, and respect for one's own text begins with respect for others, which is an integral part of the University's corporate culture.
The principles of academic integrity at the University are implemented through the verification of: term papers, qualifying papers (theses) of University students, manuscripts of articles, key points of conferences, seminars and other scientific events organized by the University. The text verification procedure is carried out by the Unicheck system, which allows finding textual matches not only with open access sources but also with the database of the University's library of papers.
According to the results of the consolidated assessment of reports on the similarity of text works (term papers, qualifying papers (theses), key points of scientific conferences) of participants in the educational process at the University in 2023 for the absence of academic plagiarism, the average percentage of originality of the text of all checked works is 85%, the average percentage of citations is 15%. These indicators show the overall compliance of the educational and scientific papers of participants in the educational process at the University with the standards of academic integrity stipulated by the University’s Code of Academic Integrity.
In 2023, the University continued to hold events to popularize and promote values and principles of academic integrity and academic culture among participants in the educational process:
• holding thematic lectures and seminars for students and academic staff;
• drawing up declarations of academic integrity by students and employees of the University;
• involvement of all participants in the educational process in public opinion surveys to study the state and problems of ensuring academic integrity at higher education institutions organized by the OPTIMA project funded by the Erasmus+ EU program (in particular, Open Practices, Transparency and Integrity for a Modern Higher School; Academic Integrity and Open Science).
Based on the principles of academic integrity, the priorities for 2024 include the

following:
• ensuring the maintenance and growth of the level of research culture and academic integrity of participants in the educational process, promoting the compliance with standards of academic integrity in educational and scientific activities of the University;
• increasing the share of research and teaching staff who fulfill the standards of scientific activity of the University based on the principles of academic culture and values of academic integrity;
• promotion and support of standards of academic integrity in educational and research activities, promotion of scientific ethics and academic integrity.

SECTION 6. INTERNALIZATION AND ITS PARTICULARITIES IN THE FACE OF WAR

6.1. Establishment, keeping and development of partner relations with international institutions in Ukraine and abroad

In 2023, the University successfully carried out activities initiated in previous periods aimed at intensifying the practical implementation of international opportunities by the Department's academic staff and students, ensuring strategic development and international programs.
The Internationalization Strategy was developed as part of the DAAD project: Multiplication Training for Higher Education Administrators in Ukraine (THEA Ukraine).
International cooperation with foreign partner universities is being deepened to involve them in new projects and increase the University's participation in existing projects.
One of the important areas of establishing modern educational policy is internationalization and modernization of higher education. The way of internationalization is prescribed in the current 2021-2031 Development Strategy of International European University, covering the prospects of development of international cooperation in the context of economic, political, social and cultural integration of the European region, new opportunities provided by the Association Agreement Between the European Union and Ukraine. Priority issues in this key remain as follows:
- membership of the University in international consortiums, associations, societies;
- participation of the academic staff in international conferences, forums, symposia;
- conducting joint scientific research with the support of international grants;
- ensuring the quality of internationalized education;
- encouraging participants in the educational process to participate in international academic mobility programs.
An important strategic step taken during this year was the fact that IEU

became an associate member of the European University Association (EUA). The official decision was made by the EUA Council on October 27, 2023. This step was an important contribution to the support of international development and partnership. Participation in international associations provides the university with the opportunity to actively participate in the exchange of experience and best practices, enhancing the competitiveness of the institution on the international education market.

It is worth noting that these steps not only contribute to the growth of international recognition but also expand the range of partnerships and help maintain the University's position on the educational services market. Cooperation with foreign partners allows us to develop academic exchange, joint research projects and other forms of cooperation facilitating the development of the University.

Active operations of University representative offices and campuses in Europe in the reporting period contributed to the study and use of the successful experience of higher education institutions of all European countries at the University to enhance our development and overcome existing problems related to martial law.

Since May 2023, International European University has been included in the National Register of Recognized Foreign Higher Education Institutions of the Hellenic National Academic Recognition and Information Center (HELLENIC N.A.R.I.C.). At the same time, our diplomas have been recognized by the Australian Medical Council. And at the end of 2023, the University was also included in the database of foreign education institutions recognized by the Standing Conference of the Ministers of Education and Cultural Affairs of the Länder in the Federal Republic of Germany.

One of the priority activity areas of the University is its international cooperation. The University is extensively developing internationalization of higher education, which is proven by corresponding quantitative indicators (Fig. 6.2; Table 6.1).

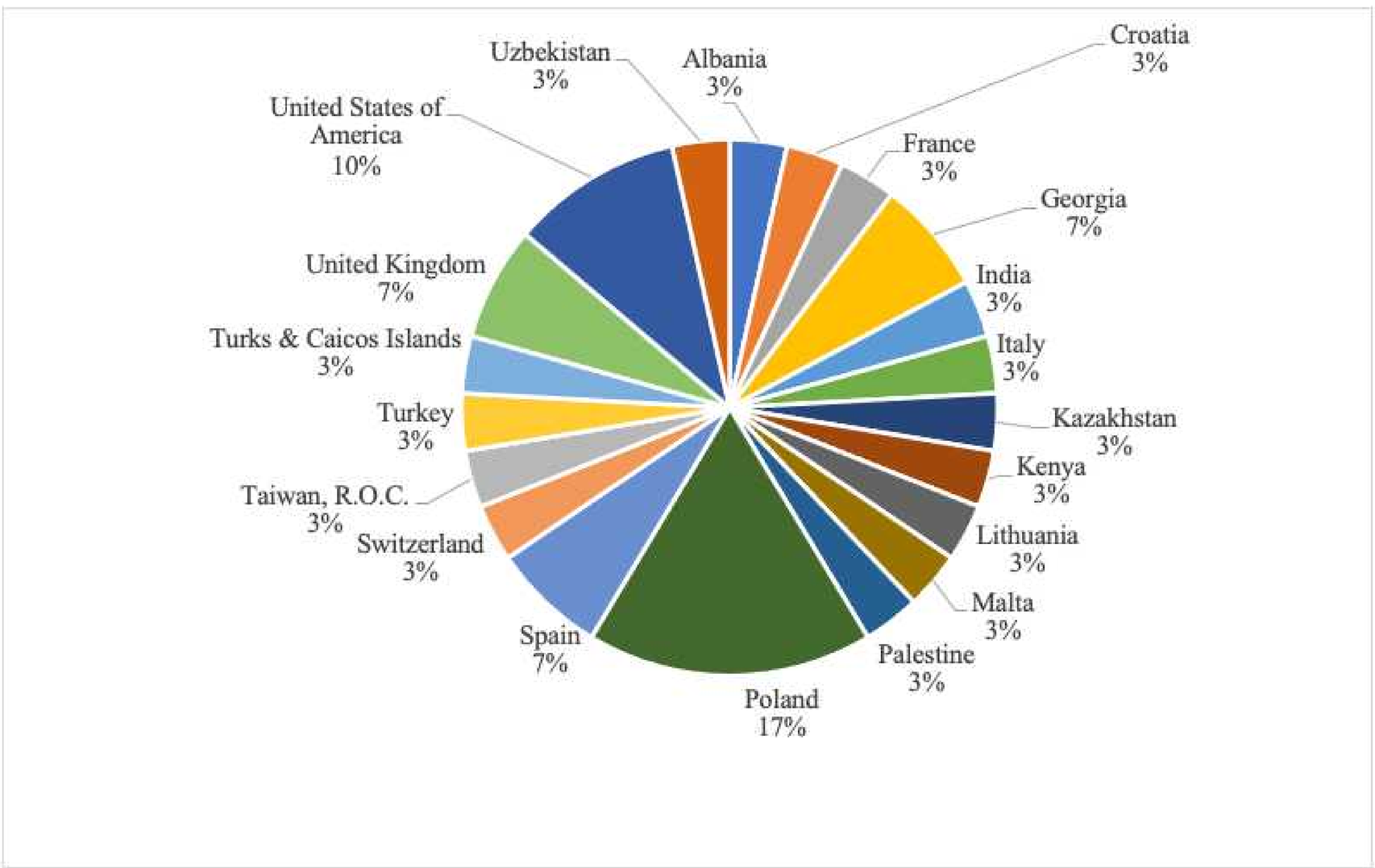


Fig. 6.1. **Allocation of the number of foreign partner universities by countries in 2023**

In 2023, we expanded inter-university cooperation with foreign partners, which will increase the level of scientific achievements and education quality in general. As of the end of December 2023, the University established reliable partner relations with 32 universities and scientific organizations from 22 countries.
It is worth noting the positive dynamics of both the number of foreign partners and their territorial affiliation observed in 2023 compared to the previous year. Thus, as of the end of the year, the number of countries with whose representatives the University has established partnerships increased by 1.24 times and the number of partner universities increased by 1.25 times.
At the same time, the allocation of the structure of University representation by countries was relatively even (on average, 1 university from each country), although a relatively larger number of University's partners, given the stronger historical ties of international relations and supportive policies of the respective states, are higher education institutions in Poland (17%), the USA (10%), Spain (7%) and the UK (7%).
We concluded statutory documents regulating relations with all foreign partner higher education and scientific institutions: contracts and agreements on international cooperation; memorandums, protocols of intentions; letters of understanding.
In general, the University had 43 foreign educational partners as of the end of the calendar year. In addition to the higher education institutions listed in Table 6.1, the list of University's foreign partners includes such foreign organizations as: Deutscher Akademischer Austauschdienst (DAAD), Fulbright, Campus France, Erasmus+, Pearson, Universal Test, EST Global, Police society of Disaster Medicine, Ukraine Global Faculty, Let's Do It, World', NGO Women's League. In 2023, the University signed cooperation agreements with the following foreign universities: Pontifical University of Salamanca (Salamanca, Spain), Halic University (Istanbul, Turkey), Fatih Sultan Mehmet Foundation University (Istanbul, Turkey), Technical University of Varna (Varna, Bulgaria), Cfa Leem apprentissage (France).

Table 6.1

Foreign partner universities of International European University as of December 31, 2023

Country	University	Number of partners
Albania	University of Medicine Tirana	1
Bulgaria	Varna Technical University	1
Croatia	University of Rijeka, Faculty of Civil Engineering	1
France	Alzette University	2
	Cfa Leem apprentissage	
Georgia	Petre Shotadze Tbilisi Medical Academy	2
	Caucasus International University	
India	Karpaga Vinayaga College of Engineering and Technology	1
Iraq	Sulaimaniya Polytechnic University	1
Italy	Università Politecnica delle Marche	1
Kazakhstan	Kh. Dosmukhamedov Atyrau State University	1
Kenya	St. Mary's School of Clinical Medicine	1
Lithuania	Lithuanian University of Health Sciences	1
Malta	American University of Malta	1
Palestine	Palestine Technical University - Kadoorie	1
Poland	Kujawy and Pomorze University in Bydgoszcz	5
	Maria - Sklodowska Curie Medical Academy	
	Collegium Humanum Warsaw Management University	
	Wyższa Szkoła Hotelarstwa i Gastronomii w Poznaniu	
	Radomska Szkoła Wyższa	
Spain	Kingsbrook BCN	2
	Universidad Pontificia de Salamanca	
Switzerland	Swiss Montreux Business School	1

Taiwan, R.O.C.	MingDao University	1
Turkey	Fatih Sultan Mehmet Vakif University	1
Turks & Caicos Islands	Charisma University	1
United Kingdom	David Game College	2
	Bayswater Education	
United States of America	Global University of Science and Technology	3
	California State Polytechnic University, Pomona	
	Logos University International	
Uzbekistan	Samarkand State Medical University	1
22	**Total**	**32**

University's international activities are aimed at finding and creating new academic possibilities for scientific and professional growth of lecturers and students.
In 2023, University graduates were granted the right to be certified by the Educational Commission for Foreign Medical Graduates (ECFMG) for further study or employment in the USA. The University was included in the list of recognized overseas universities by the Australian Medical Council.
Throughout the year, systematic work was carried out to expand the network of clinical practical bases both in Ukraine and abroad – in Poland, Egypt, Turkey, Italy, Malta, Germany, etc. University students have the opportunity to undergo medical practice at the following foreign healthcare institutions as part signed cooperation agreements: Szpital Średzki Serca Jezusowego (Poland), Zespół Opieki Zdrowotnej w Wągrowcu (Poland), Mazowiecki Szpital Specjalistyczny im. dr. Józefa Psarskiego w Ostrołęce (Poland), Wojewódzka Stacja Pogotowia Ratunkowego i Transportu Sanitarnego «MEDITRANS» SPZOZ w Warszawie (Poland), Samodzielny Publiczny Zespół Zakładów Opieki Zdrowotnej im. Marszałka Józefa Piłsudskiego w Płońsku (Poland), Nile Hospital (Egypt), Anadolu Medical Center (Turkey), Ancona Hospital (Italy).
The University engages the foreign academic staff to take part in the educational process. For example, highly qualified foreign guest lecturers give lectures for students at the University: Kobi Ludwin (Poland), Natasha Black (Poland), Jacek Smereka (Poland), Yigal Granot (Israel), Jean Max Tavares (Brazil), Najib Fiza (UK), Andrew Tasun (Switzerland).
An important area of University operations is the expansion of inter-university cooperation with foreign partners, enhancing the level of scientific achievements and education quality. At the same time, the main indicator of the efficiency of international cooperation is not only the signing of agreements but also ensuring that they are effectively filled with real content of cooperation (in particular, guest lectures, academic mobility of the academic staff and students, joint research, international projects, double degree programs, etc.)
During the year, the University cooperated directly with foreign embassies and international organizations to implement promising tasks of the University's strategic development in the international arena. In 2023, in cooperation with the Rescue School in Warsaw, with the support of Adam Struzik, the Marshal of the Mazovian Voivodeship, the University staff developed a tactical medicine course. Thousands of Ukrainians, Poles and foreign students of IEU have been trained to provide emergency care for all types of injuries over the past year. The course is held weekly. The project coordinator is Prof. Łukasz Szarpak, Honorary Professor of International European University. Besides, in the reporting year, in cooperation with MEHAD (Ex-UOSSM, France) and with the support of

the French government, our lecturers conduct intensive training in tactical ultrasound based on the T-FAST protocol, which is a unique solution in the educational space of Ukraine by International European University. The TUSC-UA (Tactical UltraSound Course for Ukraine) and training courses are held for doctors from Odesa, Kherson, Novovorontsovka, Mykolaiv, Zaporizhzhia, Poltava, Dnipro, Kharkiv, Lviv and Kyiv. Teams of coaches from IEU, Kharkiv and Lviv work with doctors under the supervision of Pierre Catoire, Paris, France, our scientific reviewer and course developer. All expenses for the organization of the training are covered by MEHAD in partnership with International European University. The training is conducted using Sonosite Turbo (USA), CardioSystems (France) and Vscan Air (Norway) wireless ultrasound sensors.
During the reporting period, the University took part in discussions about relevant current issues and the future of higher education, virtual events by international educational organizations where it has membership: International and European Associations, Magna Charta Universitatum, European Association for Adults, etc. In 2023, the University became a member of the Association of Medical Schools in Europe (AMSE), the International Association for Medical Education (AMEE), the Association to Advance Collegiate Schools of Business (AACSB), the Central and East European Management Development Association (CEEMAN), the European Network for Academic Integrity and the European Association for International Education (EAIE).
A promising area of University's international activities is further increase in the number of foreign partners in order to implement joint educational and research projects.

6.2. International grant projects and programs, academic mobility

During the reporting period, to encourage grant activities of participants in the educational process, the University organized intensive training in project management basics for the University staff.
To fulfill the priority tasks, the Department of Strategic Development and International Programs organized information days on the possibility of: participation in international academic mobility programs (for lecturers and students); submission of Jean Monnet projects as part of the ERASMUS+ EU program.
Due to the persistent and efficient work of the Department of Strategic Development and International Projects, the University in 2023 became a participant in 5 projects under the Erasmus+ EU program, namely:
• ERASMUS+ KA220-IMPROSONO: Improving the Ultrasound Skills of New Graduates in Healthcare (University of Las Palmas de Gran Canaria (Spain), Lucian Blaga University of Sibiu (Romania), Ultrasound Society of the Canary Islands (Spain), Bahçeşehir University (Turkey), University of Minho (Portugal), International European University (Ukraine). The IMPROSONO project includes: creation of interactive learning tools for students to promote and develop clinical ultrasound research methods; development of an e-learning platform and specialized and up-to-date training materials; conducting five intensive international courses in Spain, Portugal, Romania and Turkey, involving students and lecturers from Ukraine; organization of an international conference at the end

of the project; application of state-of-the-art technologies in teaching/learning activities using a digital approach to create an innovative environment; mastering new technological achievements in ultrasound;
• ERASMUS+ KA220-HED NatAlli: Fostering the Renascence of Societies Through Lifelong Learning Mentoring Programmes and Allies (FH Münster (project coordinator, Germany), Momentum educate + innovate (Ireland), University Industry Innovation Network (the Netherlands), WWU Münster - Münster University (Germany), Impact Hub Amsterdam (the Netherlands), Impact Hub Odesa (Ukraine), International European University (Ukraine)). It aims to develop a mentoring program to train and support highly qualified Ukrainian women desiring to act as entrepreneurs or home-based entrepreneurs at established organizations to become agents of revitalization of their economy and society. The project also aims to create an online community of women who can support each other and learn from each other, facilitating intergenerational learning and knowledge sharing between women at different stages of their careers;
• ERASMUS+ KA220-YOU MY PEACE: Music for Youth – A Peace Building Approach (Le Rocher de Palmer, MUSIQUES DE NUIT DIFFUSION ASSOCIATION (France), Le LABA (France), Okret – Spin (Bosnia and Herzegovina), musiclab Emmendingenl, (Germany), European e-Learning Institute (Denmark), Outside Multicultural Magazine (Germany), Momentum educate + innovate (Ireland), International European University (Ukraine)) that allows young people to take part in the process of peace development in an attractive and close to youth way – via music.
• Erasmus+ KA220-HED ME+: Inclusion, Participation and Peacebuilding via Digital Media (åbo Akademi (Finland), European E-Learning Institute (Denmark), T.C. Tuzla Kaymakamligi (Turkey), Fundació Solidaritat UB (Spain), External Media and Knowledge (Germany), EUCEN European Universities Continuing Education Network (Belgium), Momentum educate + innovate (Ireland), International European University (Ukraine). The key outcome of the INCLUDE ME+ project will be the implementation of an educational program that will allow universities, mass media, civil society organizations and students to become responsible and active contributors to forming future information and reporting to promote inclusion, participation and peacebuilding in Europe;
• ERASMUS+ UA-TALENT-UP: Strengthening Entrepreneurship, Creativity and Intercultural Competencies for High-Quality Teaching in Ukraine (Pontifical University of Salamanca (Spain), Hogeschool UCLL (Belgium), University of Cyprus, Innovative Generation NGO (Ukraine), Ukrainian Engineering Pedagogics Academy (Ukraine), Simon Kuznets Kharkiv National University of Economics (Ukraine), Ukrainian Catholic University (Ukraine), Lviv National Academy of Arts (Ukraine), Ternopil Ivan Puluj National Technical University (Ukraine), International European University (Ukraine). It is an innovative project aimed at improving competencies of lecturers and coaches of Ukrainian higher education institutions to increase the global entrepreneurial potential and creativity of future students by: developing a teacher training program using game-based and collaborative learning; creating open micro-certified short-term training programs to better meet the needs of the labor market and increase the level of competencies, skills, employability and global entrepreneurial spirit of University students and the general public.

In the 2023/2024 academic year, as part of the Internationalization Strategy, it is planned to submit ERASMUS+ KA2 projects as well as 2 applications for Horizon Europe projects (with the University of Malta and German colleagues).
To implement strategic objectives in this sector, the University specified the following priority tasks of international activities in 2024:
• To visualize the University on the global stage, educational processes by participating in national and international scientific events dedicated to the implementation of international university cooperation programs in current conditions.
• To monitor the state policy of international education in order to develop an institutional strategy for higher education internalization.
• To develop internationalization of teaching and learning by filling educational programs with international content, involving foreign lecturers, creating possibilities for global learning.
• To enhance involvement of University's lecturers and students in international projects by increasing their capabilities for obtaining grants on research activities and academic mobility.
• To keep developing international academic mobility of participants in the educational process at partner universities abroad and exercise the right to academic mobility of foreign participants in the educational process at the University.
• To carry out international research on cutting-edge global trends (internalization of universities, academic culture and reputational management of university, methods of international university ranking, development of intercultural programs, etc.).

6.3. Academic mobility of students and the academic and scientific staff

During the reporting year, the indicator of international internships increased by 2 times compared to 2022. However, it still remains below the pre-war level, which is caused by challenges of wartime that has become a real obstacle to the implementation of the planned goals of academic mobility, primarily by men among lecturers and students. At the same time, the indicator of participation in international conferences slightly increased due to the continued high activity of University employees and students in studying international experience as well as the establishing strong partnerships with foreign education institutions, organizations and institutions (Fig. 6.3)

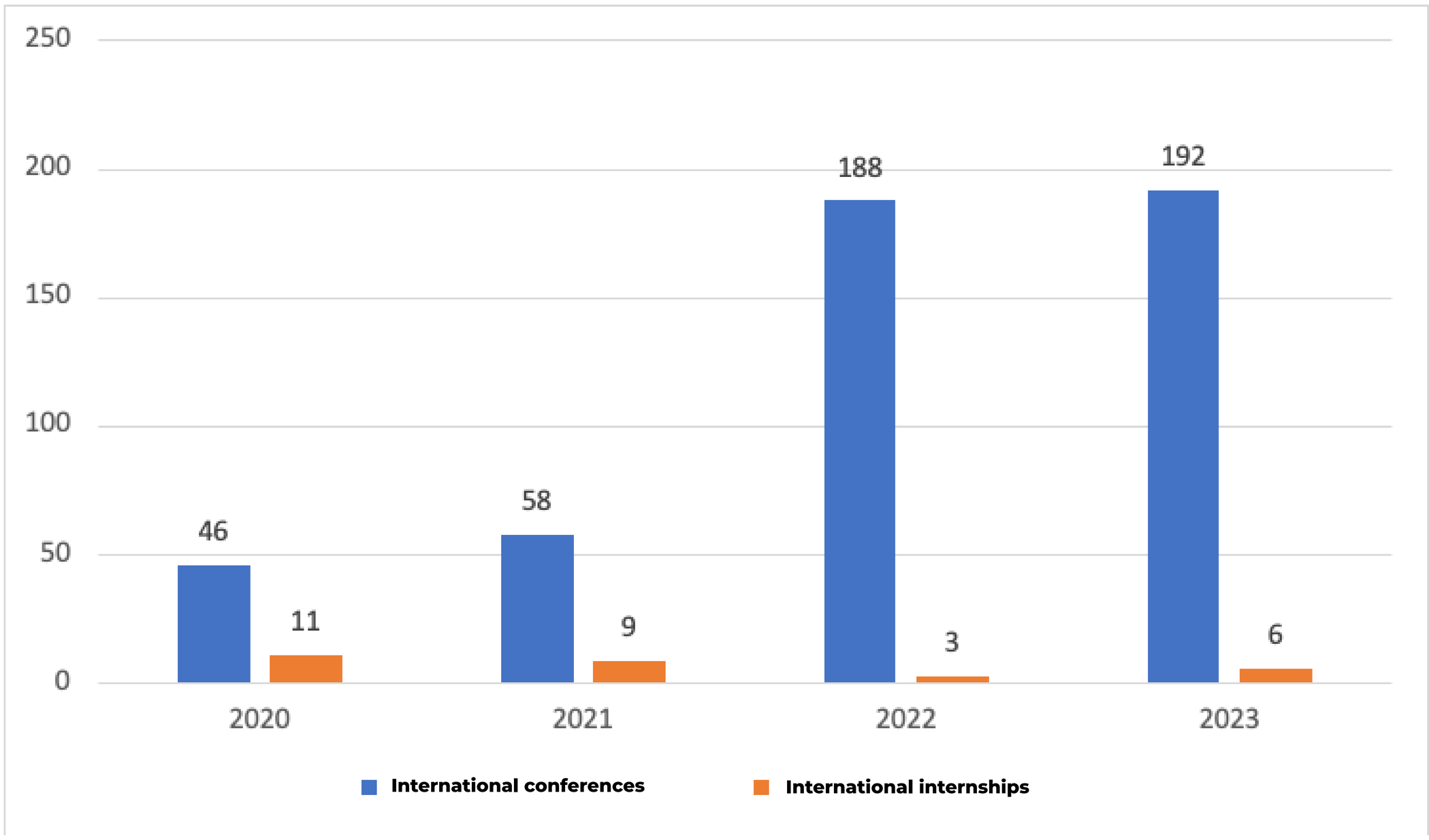


Fig. 6.3 **Dynamics of staff and student academic mobility in 2020-2023**

In general, the University keeps looking for new partners as part of the Erasmus+KA107 program and keeps established contacts characterized by full support and prolongation of cooperation for the next period. In 2023, the National Agency of Spain awarded scholarships for students and staff as part of the International Academic Mobility Program at the Pontifical University of Salamanca (Spain). Scholarships will be awarded from 2024.

On April 17-21, 2023, the Pontifical University of Salamanca, Spain, hosted the International Staff and Teaching Week 2023 as part of the Erasmus+ program. The University was represented by Alla Navolokina, the President of IEU, and Iryna Steimiller, the Deputy Director of the Department of Strategic Development and International Projects.

On June 12-16, 2023, Côte d'Azur University (Nice, France) hosted Digital Week 2023 as part of the Erasmus+ program. The University was represented by Alla Navolokina, the President of IEU, Iryna Torbenko, the Vice-Rector for Scientific and Pedagogical Work and International Relations, and representatives of the Department of Strategic Development and International Projects.

Due to the challenges of military and political aggression faced by all higher education institutions in Ukraine, scientific discussions and events moved online, and the University quickly reoriented itself and became an active participant in international scientific conferences, seminars and projects on relevant issues of science and education. The University administration and representatives of the Department of Strategic Development and International Projects worthily represented the University at numerous foreign conferences, workshops and other events, helping to find new opportunities to intensify University's international activities in various areas (Table 6.2).

Table 6.2

Participation in conferences, workshops and other events

Date	Event
January 17-18, 2023	Visit to the Technical University of Lodz and the University of Lodz to discuss potential areas of cooperation between the universities
January 29 – February 2, 2023	Visit of the Deputy CEO and Regional Director of Kemer of TEZ TOUR, Turkey, to the Polish representative office of International European University
February 9-10, 2023	16th Conference: STUDENCI ZAGRANICZNI W POLSCE 2023 (in Bialystok, Poland) attended by Alla Navolokina, the President of the University, the Director and Deputy Director of the Department
February 23, 2023	Meeting with Prof. Alojzy Nowak, the Rector of the University of Warsaw
March 10-11, 2023	39th International Education Salon at the EXPO XXI Center in Warsaw, attended by Alla Navolokina, the President of the University, representatives of the Department of Strategic Development and International Projects and the Department of Public Relations and Youth Policy
April 3-4, 2023	Focus on Ukraine Conference (Gdansk, Poland) supported by the Ministry of Education and Science and NAWA (National Agency for Academic Exchange) of the Republic of Poland
April 5-6, 2023	Inaugural meeting as part of the NAWA 4EU+ for Ukraine project organized by the University of Warsaw. The meeting was attended by representatives of the Department of Strategic Partnership and International Projects
April 20, 2023	Conference: Education for Democracy. Economic, Humanistic, Social and Political Challenges at the Senate of the Republic of Poland chaired by Prof. Tomasz Grodzki, the Marshal of the Senate, and attended by Zarif Nazyrov, the Director of the Department of Strategic Development and International Projects
May 4-5, 2023	Ukrainian and Bavarian Conference on Double Degree Programs in a blended format in Regensburg (Germany) and on the Zoom platform. Alla Navolokina, the President of International European University, and Iryna Steimiller, the Deputy Director of International Relations, took part in the Conference
June 25-27, 2023	Final meeting as part of the DAAD-funded THEA_X project organized by the Technical University of Münster, Germany. International European University was represented by Iryna Steimiller, the Deputy Director of the Department of Strategic Development and International Projects.
July 12, 2023	Study in Poland 2023 Consultation Meeting organized by the Perspektywy Educational Foundation. The meeting was attended by Zarif Nazyrov, the Director of the Department of Strategic Development and International Projects
September 25-26, 2023	USRN Staff Development Workshop 2023 at the Free University of Amsterdam attended by the administration of International European University represented by President Alla Navolokina and Iryna Steimiller, the Deputy Director of International Relations
September 27-28, 2023	Annual EAIE Conference (in Rotterdam, the Netherlands) attended by Alla Navolokina, the President of the University, Zarif Nazyrov, the Director of the Department, and, the Deputy Director
December 6, 2023	Kick-off meeting on the NatAlli ERASMUS+ project KA 220-HED (in Munster, Germany) where the University was represented by Iryna Steimiller, the Deputy Director of the Department of Strategic Development and International Projects

SECTION 7. INFRASTRUCTURE DEVELOPMENT, RESULTS AND PRIORITIES OF SOCIAL AND ECONOMIC GROWTH

7.1. Development of the University's IT infrastructure and digital campus

In the reporting year, the University continued to successfully implement goals and objectives stipulated in the Digitalization Concept of International European University in three areas: digital education, digital management and digital marketing aimed at establishing a Digital Campus, a project of the state-of-the-art information infrastructure for organizing educational and scientific activities. This project is designed to provide:

- rapid navigation at the level of University e-resources for all users of the University (staff, lecturers and students);
- adaptation of the developed e-resource to work with mobile devices (in particular, electronic schedule);
- systematic improvement of the quality of educational services and research;
- development of digital competencies;
- maintaining an appropriate level of transparency of the management process and educational activities;
- increasing the level of competitiveness and attractiveness of the University using cutting-edge digital technologies.

IT infrastructure development at the University is conducted according to priorities in order to build an integral controlled network, enhance the level of cybersecurity and expand server virtualization using organizational, scientific, methodical and technical activities.

Currently, all University units are fitted with necessary electronic equipment. All classrooms and practical laboratories are equipped with multimedia and computer facilities by 100% (the Ministry of Education and Health of Ukraine requires 30%). If additional equipment is required, this issue is solved as soon as possible.

To ensure Internet smooth operation in the face of increased risks associated with numerous air attacks by the Russian aggressor on Kyiv and the rest of Ukraine, the University is connected to the reserve provider, which allows obtaining access to University e-resources in case of emergency situations of the backbone provider.

In 2023, the main results in the development of the University's IT infrastructure and Digital Campus are as follows:

- creation of the KROK_IEU system for testing medical students and a system for testing interns with protection from copying and opening of third-party programs during testing;
- development of modules for creating curricula and working curricula in the electronic system of the University's Educational and Methodical Center;
- creation of a Telegram bot to inform users about class schedules (220 users used it in the first 2 months and made 5000 requests for the schedule);

• development of ContactsIEU, a program for storing contacts with the ability to send out mass template emails and generate forms for collecting contacts automatically;
• development of the e-Library module of the University's electronic library to facilitate access to book collections for employees and students. Upon completion of the process of filling the database with books, library readers will be able to use the automated book lending process, search for and receive information about available copies, reserve books and track what books they have to return to the library in their personal accounts;
• the University introduced a module for automatic generation of electronic certificates that can be used in courses on the Moodle platform to mark the results of successful completion of the training course.
We are working on standardizing corporate email and automatically creating accounts for both Google and Moodle on an ongoing basis.
The Digital Campus Development Strategy, in order to make the University more active and efficient, requires the involvement of highly qualified and creative employees ready to quickly adapt to changes, meet new challenges and constantly work on their professional development.
The key priorities for the development and functioning of the IT infrastructure and the Digital Campus in 2024 are as follows:
• to ensure sustainable access to corresponding resources (documents, databases, electronic training courses, etc.) for a certain range of IEU users (lecturers, employees, users of educational services) and enhance the efficiency of their usage by integrating automated information systems (similar to LMS MOODLE etc.);
• to intensify the internal certification of digital educational resources produced on its own as well as ensure the protection of developers' copyrights;
• to develop material and technical facilities for designing the IEU cybersecurity system.
• development of a system for recording medical equipment, completing kits and tracking the movement of equipment;
• creation of a unified standard for generating corporate email and a quick way to register an account in the Moodle system.

7.2.Management of library development

Scientific Library is a structural unit of the University. Its key goal is to support the educational process at the higher education institution and develop information culture of the modern user. In general, Scientific Library development was regulated by the 2021-2031 Development Strategy of International European University.
Library activities are aimed at:
• creating its own information resources;
• organizing and using national and world information sources with quick and convenient access to them;
• providing high-quality and prompt library, bibliographic and information services to all participants in the educational process in accordance with their information needs to obtain high-quality education;

• developing the latest technologies for training specialists and implementation of scientific research.

The key priority nowadays is to supplement the book collection with appropriate literature in order to ensure the educational process of the preparatory department for foreigners.

The material and technical potential of the Scientific Library allows serving thousands of users, each of which is assigned its own electronic account in the library program. The University provides students with access to contemporary professional literature, including via its own electronic library. The library's website provides information on access to the open register of periodicals, the database of open electronic publications, information portals, electronic libraries, archives and databases), electronic versions of journals and other modern electronic educational resources.

Currently, the Scientific Library owns a unique collection of books and periodicals, the number of which meets the licensed requirements for the implementation of educational activities. Each University student is 100% provided with textbooks in the required quantity.

As of January 1, 2024, we can see the following summary indicators of occupancy: scientific library collection – 26,000 units, repository – over 630 documents, online library – over 5500 documents.

The University Scientific Library is actively working on digitizing the book library collections and increasing the collection of the electronic library available to all employees and students on the Internet. According to the results of the work done in 2023, the University's electronic library collection increased by 7.9 times compared to the previous year and reached 5523 units of book literature (Fig. 7.1). Activities of the library and the University staff in filling the publicly available electronic archive of scientific, educational and methodical works – the institutional repository of the University – were also efficient. During the reporting period, the digital collection of the repository increased by 1.5 times (Fig. 7.1.)

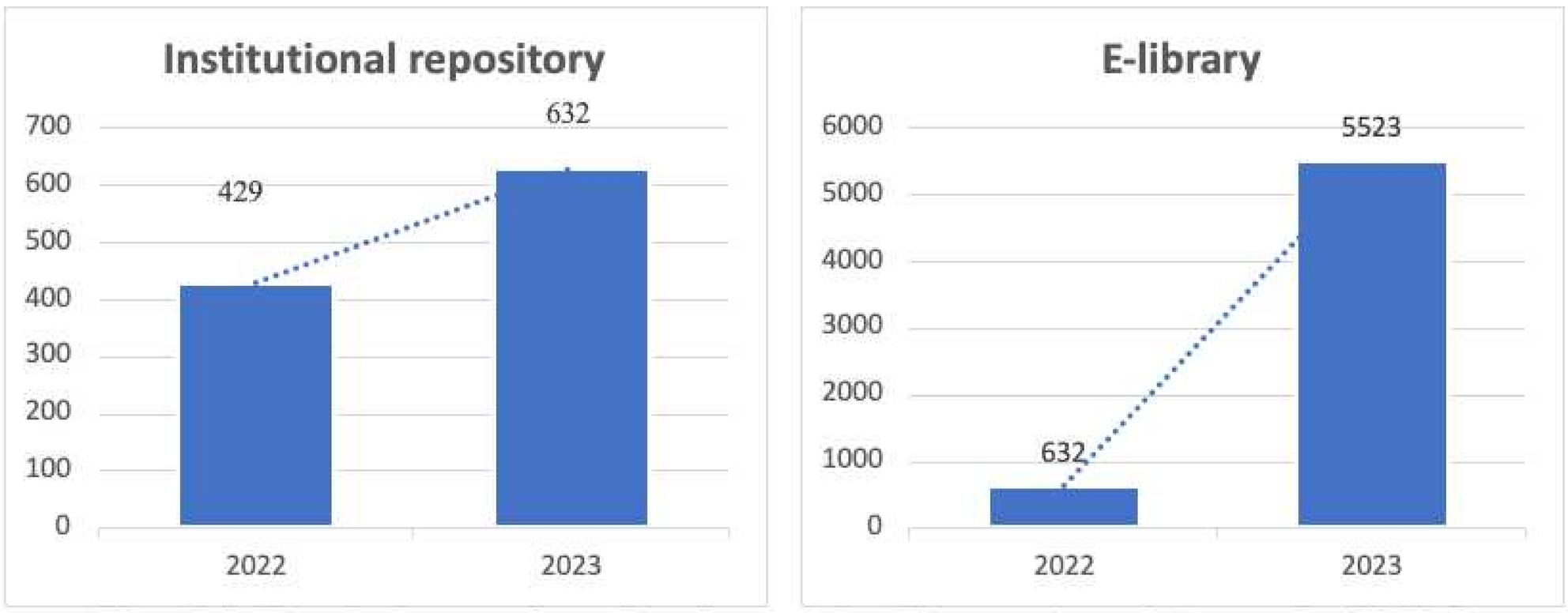


Fig. 7.1. **Total electronic collection of the library (as of the end of 2023)**

During the year, in accordance with the Recommendations of the Ministry of Culture and Information Policy of Ukraine on Updating Library Collections Due to the Armed Aggression of the Russian Federation Against Ukraine, we worked on clearing the library collection of books by the aggressor country in Russian, which caused a slowdown in the growth of the total book collection of the Scientific Library.
In order to support Ukrainian scientists, researchers and students in 2023, the University extended its access to Web of Science and Scopus. The library provides remote access to these databases from personal devices of students and staff outside the University's networks to Web of Science, Scopus, ScienceDirect, Springer Nature, Researcher Discovery, Researcher Academy, Mendeley and a range of other electronic resources provided by Clarivate and Elsevier. Supporting the Ukrainian academic community in tough wartime conditions, many global publishing houses and companies provided free access to their electronic resources, opening up new opportunities for the development of library's activities. Due to participation in the Research4Life project implemented by the Ministry of Education and Science of Ukraine in cooperation with leading international publishers and companies, students and the academic staff of the University have access to the information and scientific resources of the Research4Life platform from March 2022 to the end of 2024, which presents e-books, journals, databases of many publishers and companies from around the world: Elsevier, Springer Nature, John Wiley & Sons, Taylor & Francis, Emerald, Sage Publications, Oxford University Press, Cambridge University Press, IOP Publishing, etc. The platform's content reaches 200 thousand items, including journals, books and databases in various knowledge areas. The University is officially registered on the Research4Life portal and has the opportunity to set up access both in the library reading room and remotely for its employees and students.
In 2023, the University library actively supported cooperation with V.I. Vernadsky National Library of Ukraine, scientific library of Taras Shevchenko National University and National Medical Library, obtaining access to their resources.
A separate area of University’s scientific library operations is bibliometric work aimed at conducting scientometric analysis of scientific research of participants in the educational process. During the year, the library staff along with the Department of the Organization of Scientific Activities provided consultations for researchers, conducted scientometric monitoring of the publication activity of lecturers and researchers at the request of the University, checked author profiles in Google Academy and ORCID, compiled reports indicating the number of publications, citations and h-index of a researcher, provided advice on rating publications, as well as created a researcher profile in Scopus, Google-Scholar and ORCID.
As part of the Library's social and cultural activities, 4 thematic book exhibitions were created in 2023.
To ensure sustainable development of the University library, the following tasks are relevant in 2024:
• to fill the book collection with the latest scientific, educational literature and belles-lettres;

• to increase the number of electronic documents and access to stipulated databases;
• to create thematic rubrics of UDC indices for materials submitted by participants in scientific events held by the University for publication;
• to maintain and analyze the content of institutional profiles of the University in scientometric databases;
• to ensure academic integrity and assist in University's scientific activities, in particular by preparing information and instructional materials to help graduate students and researchers on the library's website in terms of research methodology, searching for publications to publish a research article, compiling a bibliography for research, etc.;
• library digitalization.

7.3.Management of publishing activities

The dynamics of the development of University's publishing activities during the reporting period was in the following areas:
• International European University acquired the status of a publishing entity and was included in the State Register of Publishers, Manufacturers and Distributors of Publishing Products (Certificate of the State Committee for Television and Radio Broadcasting of Ukraine dd. May 3, 2023, Series DK No. 7792).
• International European University has become a publisher of the printed media with a frequency of publication of once a year – the Society. Economy. Digitalization Collection of Scientific Papers (Decision of the National Council on Television and Radio Broadcasting of Ukraine No. 1538 dd. November 17, 2023, Media Identifier R30-01962 is assigned);
• International European University is registered at the ISBN Department of the Book Chamber of Ukraine and assigned a publisher's identifier in the ISBN system – 95381.
• Two scientific publications – Collections of Key Points of Presentations – were prepared and published based on the results of scientific communication events held at International European University, namely: the 1st International Scientific Forum on Science and Innovations: Modern Vector for Development of Europe and the World and the 1st International Scientific Conference of Students and Young Scientists: Modern Trends in the Development of Economic and Social Sectors: National and International Experience (ISBN: 95381)
• The Scientific and Student Discourse electronic scientific journal launched at International European University in 2021 as an interdisciplinary journal with a publication frequency of 2 times per year is under transformation. From 2024, the collection will be published twice per year in separate series: Medicine and Business Management. The direct management of the Scientific and Student Discourse journal will be carried out under the auspices of the Scientific Society of Students, Postgraduates and Young Scientists of IEU.
To organize and hold scientific conferences in 2024, we are exploring the possibilities for developing a conference information website on the Open Journal

Systems platform, which is an innovative technological solution. The system is free and best suited to the requirements of deploying a permanent conference platform that will integrate with the publishing of the collection of key points of presentations as an online media.

The innovative development of IEU as a publisher is also related to the use of the Open Monograph Press versatile platform capable of supporting the modern publication of monographs, textbooks and study guides created at the University for the global audience. Open Monograph Press is an open-source software package supporting publishing management and publishing processes for publishers and the global scientific infrastructure by integrating with established and new industry standards such as DOI, ORCID authentication and ROR (Research Organization Registry) membership.

The use of these technologies in publishing has an indirect impact on increasing the click-through rate of University websites and, subsequently, improving the University's position in the Webometrics world university ranking.

7.4. Management of finance, infrastructure functioning and development

Management of finance, infrastructure functioning and development, fulfilment of educational, scientific, cultural and sports requests of students, development of scientific achievements, as well as the progress of the whole University are impossible without proper financial support. The University does its best to increase financing and allocate funds on providing conditions for the organization of the educational process, scientific research, daily routine and leisure of staff and students.
In order to increase the University's funding for the period of 2024, the task is to ensure the efficient use of existing and increase the amount of revenues, in particular, by:
• expanding the list and increasing the volume of paid services provided by University's structural units;
• implementing the Sustainable Development Strategy in terms of active implementation of resource-saving measures and technologies with the corresponding optimization of utility costs;
• efficient management of receivables for educational services;
• searching for opportunities and applying for grant funding, including international institutional educational and research grants.

7.5.Management, organizational and administration activities

In 2023, following corporate culture traditions, University’s management activities were carried out and coordinated by the President, Rector and Vice-Rectors of the University according to their powers and obligations. Objectives for each area of University's activities for the reporting year were determined taking into account the University Develc ment Strategy for 2021-2031. The results of this work in certain areas obtainec .n accordance with the University's work plan and work plans of structural units are introduced in this report.
The University has an extensive infrastructure due to the efficiently organized management, organizational and administration activities (medical room, café, assembly hall, dormitories for 750 places, gyms and sports grounds, practical and recreational bases, etc.), which is kept in the appropriate state despite tough wartime conditions. Administrative structural units ensure seamless operations of the higher education institution, create and advance material and technical facilities, keep the training and administrative territory in a proper condition, which enables the University to carry out the high-quality educational process, conduct scientific, career guidance, image and other activities.
Given the above mentioned, International European University has the following primary tasks and priorities in 2024:
• comprehensive growth of all corporate culture components at the level of all structural units;
• advancement and adoption of corporate quality standards of education, research, learning conditions, labor and safety;
• establishment of an internal system of post-accreditation monitoring of the

education quality;
• enhancement of the cultural level of relations between the staff and students in order to better implement the University mission: serve to people, society by creating, developing and promoting contemporary knowledge based on internalization of the educational process.
According to the specified tasks and priorities, we expect that University graduates will become not only high-end professionals but also bearers of national and general human values, citizens of their country and global world. A positive vector in this direction is the adoption of corporate culture as a system of values and views followed by each employee and student, which defines their behavior, way of cooperation at all levels and with all team members, as well as the character of University functioning.
University's corporate culture should ensure its establishment as a well-organized constantly developing institution. University's corporate culture is aimed at ensuring the high level of self-organization, encouraging qualitative transformations of the educational process, research, social and human relations, substantial improvement of operations using:
• advancement of human resources management to ensure personnel's conscious participation in the development, adoption and implementation of the approved Strategy;
• making the University a common space of kindness, activities, cooperation and personal development for the staff and students;
• support of business and interpersonal relations created and established by the University by realizing the necessity to solve any problem without conflicts;
• respect for University traditions and corporate culture.
All structural units of the University are responsible for the implementation of the defined goal. Step-by-step implementation of the specified tasks are stipulated by a set of organizational activities regulated by the current statutory framework of the University.

7.6. Ensuring safety in the face of war. Fire and labor safety

We provide workplaces of all structural units with safe working conditions (according to the current regulatory legal acts) and ensure the observance of legislative requirements for the rights of employees in the labor protection sector, which is one of the key tasks of University development.
Similar to previous years, the University pays great attention to compliance with the fire safety regulations and accomplishment of instructions of the State Emergency Service of Ukraine in Kyiv. We systematically carry out the technical checkup and measurement of equipment with voltage over 1000 W. In the reporting year, we conducted the following operations: setting up a danger warning system in case of an air raid alert, arranging a shelter, modernization of the fire alarm automated system; annual refilling of fire extinguishers.
The University provides all categories of employees (according to the current legislation of Ukraine and the Statute) with the right to safe and non-hazardous working and living conditions. All new staff members and first-year students pass the introductory briefing on fire and labor safety. Similar briefing is conducted during accommodation of students in dormitories. Within 2023, we car

ried out training and checkup of fire and labor safety knowledge among University employees, as well as training on actions in case of an air raid alert.
We faced no cases of injuries, accidents, fires and emergencies in the reporting period.

SECTION 8. MANAGEMENT AND ORGANIZATIONAL ACTIVITIES AT THE UNIVERSITY: FUNCTIONING AND DEVELOPMENT ASSURANCE

8.1. Activities of the University Academic Council and the University administration

The Academic Council is a collegial governing body of International European University, which, in accordance with the Law of Ukraine On Higher Education, the University Statute and the Regulations on the Academic Council, determines the strategy and promising areas of development of educational, scientific and innovative activities of the University; determines the system and approves procedures for internal quality assurance of higher education; approves decisions on the establishment, reorganization and liquidation of structural units, approves educational programs and curricula for each level of higher education and specialty, approves decisions on the organization of the educational process, key areas of research and innovative activities, assesses scientific and teaching activities of structural units; awards academic titles and submits relevant decisions for approval to the certification board of the Ministry of Education and Science of Ukraine, makes final decisions on the recognition of foreign documents on higher education, academic degrees and academic titles when hiring teaching, scientific and academic staff and other employees, as well as when enrolling applicants for training, etc.
In 2023, we held 10 meetings of the Academic Council, considering and approving 68 issues and making 232 decisions.
Within a year, Academic Council meetings discussed and approved 40 statutory documents, including:
• 3 strategies (updated University Development Strategy for 2021-2031, Internationalization Strategy of International European University for 2023-2028, Development Strategy of the Medicine Educational and Professional Program);
• 3 concepts (Concept of educational activities for the training of students at the third (educational and scientific) level, Concept of educational activities for the training of students at the third (educational and scientific) level in the Medicine educational and scientific program, specialty: 222 Medicine, knowledge area: 22 Public Health and Concept of educational activities for the training of students in the Medicine educational and professional program, specialty: 222 Medicine, knowledge area: 22 Public Health at the second (Master) level);

• 1 strategy implementation program and 2 operational plans (programs) by areas (Sustainable Development Program of the University, Plan (program) for the University's preparation for the new academic year (by areas), University Work Plan for the 2023/24 academic year);
• 6 Regulations on Structural Units (On the Unified International Language Certification Center of International European University, On the Scientific Society of Students, Postgraduates and Young Scientists, On the Scientific and Methodical Council of International European University, On the International European College, On Postgraduate and Doctoral Studies at International European University, On the Simulation Training Center of International European University);
• 11 regulations on regulating the procedure for conducting educational, scientific, international and other activities in various areas (On Public Classes of the Academic Staff at International European University, On Assessment of Students' Learning Outcomes at the European Business School, On Assessment of Students' Learning Outcomes at the European Medical School, On Educational and Methodical Support of Disciplines, On Incentive Awards and Bonuses at International European University), On Practical Training of Students at International European University (as Amended), On the Exercise of the Right to Develop an Individual Educational Trajectory by Students at International European University (as Amended), On the Individual Curriculum of Students, On the Procedure for Providing Additional Paid Educational and Other Services by International European University, On the Training of PhD Students in Postgraduate Studies (Non-Postgraduate Studies) at International European University, On the Procedure for Eliminating Academic Debt at International European University, On the Procedure for Drawing up the Student Rating at International European University);
• 5 new and 9 updated educational programs in three levels of education in 5 knowledge areas and 7 specialties.

Besides, in 2023, the Academic Council approved 3 licensing cases (1 on the launch of educational activities in postgraduate education in the 222 Medicine specialty, 2 on the expansion of educational activities at the first (Bachelor) and second (Master) levels).

Compared to 2022, the tendency to reduce the number of approved regulations remained in the reporting period, indicating the relative completeness of the establishment of the internal regulatory framework of the University in various areas of work, its functional completeness and high quality. New regulations were developed and existing ones were amended to support strategic development priorities, improve organizational mechanisms to meet the needs of internationalization and take into account foreign practice and international experience, in particular, European experience, as well as due to the introduction of new activities.

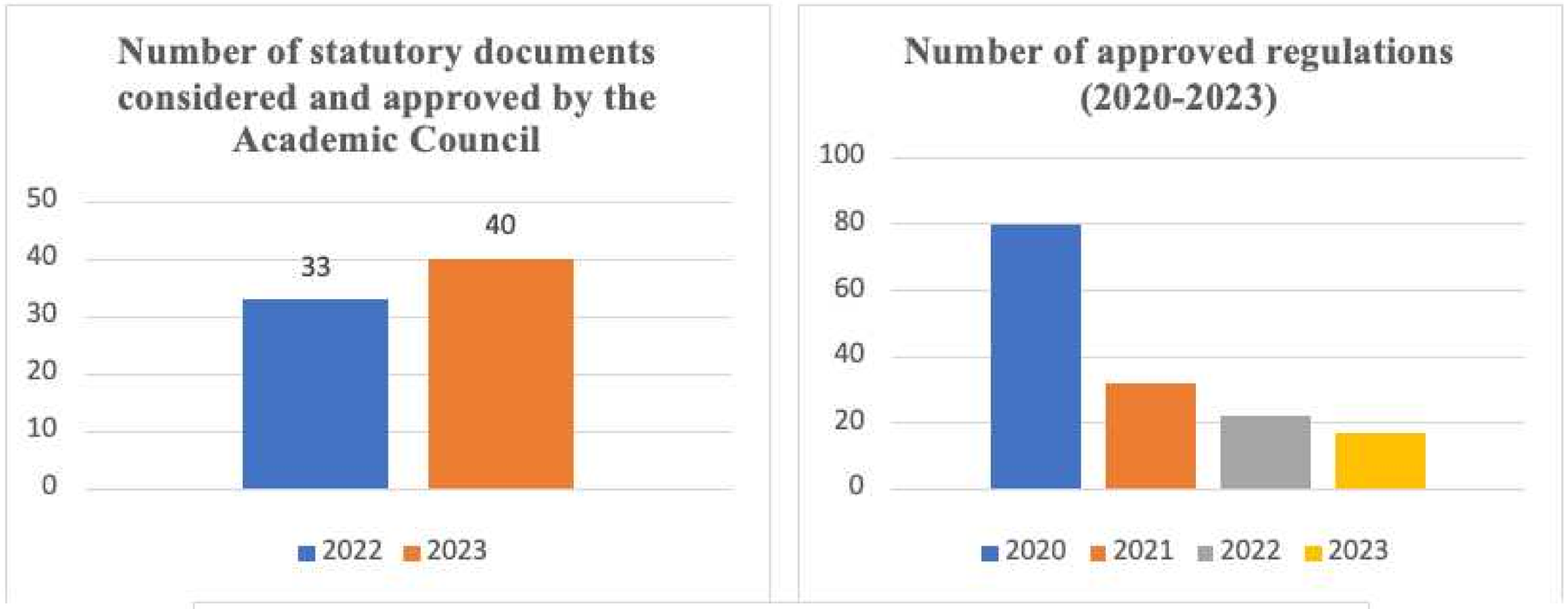


Fig. 8.1. **Indicators of the establishment of the internal regulatory framework of the University by the Academic Council**

During the year, the Academic Council approved 2 decisions on awarding the title of Honorary Professor and 1 decision on awarding the title of Professor, which contributes to strengthening the quality of the University's academic staff.

Crucial decisions made by the Academic Council during the reporting period:

• approval of the updated University Development Strategy and its implementation plan, taking into account global trends in the development of education, science, medicine and business, as well as military, political, social, economic, environmental and other challenges of our time, the Internationalization Strategy of International European University for 2023-2028;

• development and approval of the Sustainable Development Program of International European University;

• increase in the licensed volume at the first (Bachelor) and second (Master) levels and licensing of the start of educational activities in postgraduate education in the 222 Medicine specialty;

• launching activities at the third (educational and scientific) level of education, introduction of postgraduate studies;

• approval of the Concept of Development of Educational Activities at the first (Bachelor) level;

• adoption of the Concept of Educational Activities in postgraduate education for internship training and advanced training in the 222 Medicine specialty,

knowledge area: 22 Public Health;
• organization of accreditation of educational and professional programs in the 2023/24 academic year and ensuring the development of educational programs, taking into account recommendations of international and national expert committees for accreditation of educational programs;
• compliance with the licensing conditions for carrying out educational activities by structural units of the University;
• establishment of a foreign campus of the University in Malta;
• European integration prospects of International European University, international rankings as an integral part of the internationalization of International European University;
• methodological and theoretical foundations of higher education modernization in the context of post-war economic recovery, a set of measures aimed at coordinating methods and forms of education in educational programs with the stipulated goals and program outcomes, the requirements of a student-centered approach and the principles of academic freedom;
• the grand awarding of honorary titles of Honorary Professor of International European University to Krzysztof Jerzy Filipiak, Professor of Medicine, Director of the Institute of Clinical Sciences, Rector of the Marie Skłodowska-Curie Academy, Master of Science, and Dr. Nataliia Shulga;
• establishment of the International European University Business Club, the Unified International Language Certification Center of International European University;
• measures to ensure the enhancement of language training of employees and students of the University in English.
Current issues of University's activities in 2023 were resolved by the efficient work of the working body – the University administration specially created for mutual coordination of activities of all structural units. During 2023, the University administration held 18 meetings, considering 106 issues and approving 128 decisions to improve the quality of the educational process, the current state of scientific, academic, international, financial, economic and personnel activities.

8.2. Document management at the University

The organization of document management at the University is carried out in accordance with state standards and the Instruction on Record Keeping at International European University (dd. July 24, 2020) in a decentralized form in compliance with a single procedure for the formation of cases, ensuring their recording, prompt search for documents by their content and type, taking into account the storage period, which is ensured by the use of an annually approved nomenclature of files.
The nomenclature of University's files is drawn up in compliance with the Rules of Organizing Record Keeping and Archival Storage of Documents in state authorities, local governments, enterprises, institutions and organizations (Order of the Ministry of Justice of Ukraine No. 1000/5 dd. June 18, 2015).
To ensure the transparency and publicity of University operations, open and publicly available resources with information on University’s activities are pub

lished on the University official website in the Public information section. The Register of statutory documents functions according to the approved structure and consists of defined sections. In 2023, we launched a version of the website to facilitate access to such information for people with visual impairments.
The University's priorities for further development in document management are the further implementation of the Digital Campus establishment program with the gradual shift to electronic record keeping and documentation of management information using a qualified electronic signature, qualified electronic seal and qualified electronic time stamp (unless there are reasonable grounds for documenting management information in paper form).
Priority tasks:
• adoption of the document flow electronic system;
• preparation for digitalization of orders on primary activities.
• expanding the database of registers of University's activities, deploying a visualization system;
• expanding the use of electronic documentation using the qualified electronic signature, qualified electronic seal and qualified electronic time stamp.

8.3. Contractual and claims work

In 2023, the University concluded over 321 agreements, including:
- commercial agreements – 34;
- agreements on provision of educational services – 256;
- cooperation agreements – 31,
- etc.
To fulfill the decision of the University Academic Council, the Rector's Order No. 26-OD dd. April 20, 2023, created the non-staff structure: Clinical Alliance of International European University that includes health care institutions of various forms of ownership, with which IEU has relevant contractual relations. Its membership currently includes more than 42 clinical institutions.
In 2024, it is necessary to keep organizing legal work and legal support aimed at the correct application, strict compliance and prevention of non-compliance with the requirements of legislation and other regulations in the process of concluding and executing commercial agreements.

8.4. Anti-corruption activities

Within 2023, the University carried out systemic anti-correction activities. A corresponding committee led by an authorized person focusing on the detection and prevention of corruption conducted the assessment and identified potential corruption risks that could occur at the University, namely:
• nondisclosure of the actual state or potential conflict of interests;
• violation of financial control requirements;
• acceptance of an offer, promise or obtaining an unlawful benefit (gift) by the University staff;
• offer of unlawful benefit (gift) by students.

To prevent corruption risks within 2023, the University carried out systemic explanatory work among employees and students regarding anti-corruption legislation. We gave explanations about potential channels for reporting on corruption cases at the University and the responsibility for corruption offences, as well as developed advanced University's statutory acts in order to prevent potential corruption risks during decision making, etc.
To detect potential facts of corruption at the University during 2023, we carried out questionnaires among students and employees, monitored publications on social media and provided channels for reporting on corruption cases by appealing,
In 2023, we did not receive any appeals concerning corruption cases by legal entities and individuals.
In 2024, we are going to continue systematic work to detect potential corruption risks, prevent corruption and explain the norms and requirements of anti-corruption legislation to employees and students of the University.