

INTERNATIONAL EUROPEAN UNIVERSITY





MISSION

A worthy contribution to the development of society through the creation, preservation, and dissemination of modern knowledge based on the internationalization and integration of education. Implementation of practices based on the principles of creativity, academic integrity, and freedom from discrimination.

THE RECTOR'S WORD

DEAR COLLEAGUES AND FRIENDS!

In 2021, the team of International European University (hereinafter, University) carried out tasks stipulated by the University Development Strategy until 2031. The specified goals were achieved by the adoption of provisions of the Law of Ukraine "On Higher Education" in the educational process, expansion, and advancement of previously initiated transformations aimed at improving the quality of educational activities.

The past year was quite tough, stressful, contradictory, and, at the same time, interesting and fruitful from the perspective of the general global and local situation and in terms of enormous work performed by the university team within the reporting period.

Amidst the lockdown and quarantine restrictions, we made organizational and management decisions to ensure: the educational process (in particular, session, students' assessment), Admissions Committee operations, and University functioning in general.

Despite unusual conditions of quarantine functioning, the University successfully managed to transform its operations to gain steady functioning and implement provisions of the University Development Strategy for 2021-2031. It was encouraged by the high corporate culture and goal-oriented activities of the whole University team.



IEU'S RECTOR

The University was in touch with public authorities to develop partner relations with national and foreign education, and scientific institutions, employers and civil society institutions.

Padalka O.S.

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke.

SECTION I.
PLACE OF INTERNATIONAL EUROPEAN
UNIVERSITY IN THE EDUCATIONAL
SYSTEM, SCIENTIFIC AND EDUCATION -
AL SPACE OF UKRAINE AND WORLD -
WIDE

1.1. University in international and All-Ukrainian ratings

In 2021, the University was rapidly developing and became a well-known higher education institution in the global and nationwide scientific and educational space, which is proven by the increase in its rating indicators only within two years of functioning (Fig. 1.1).

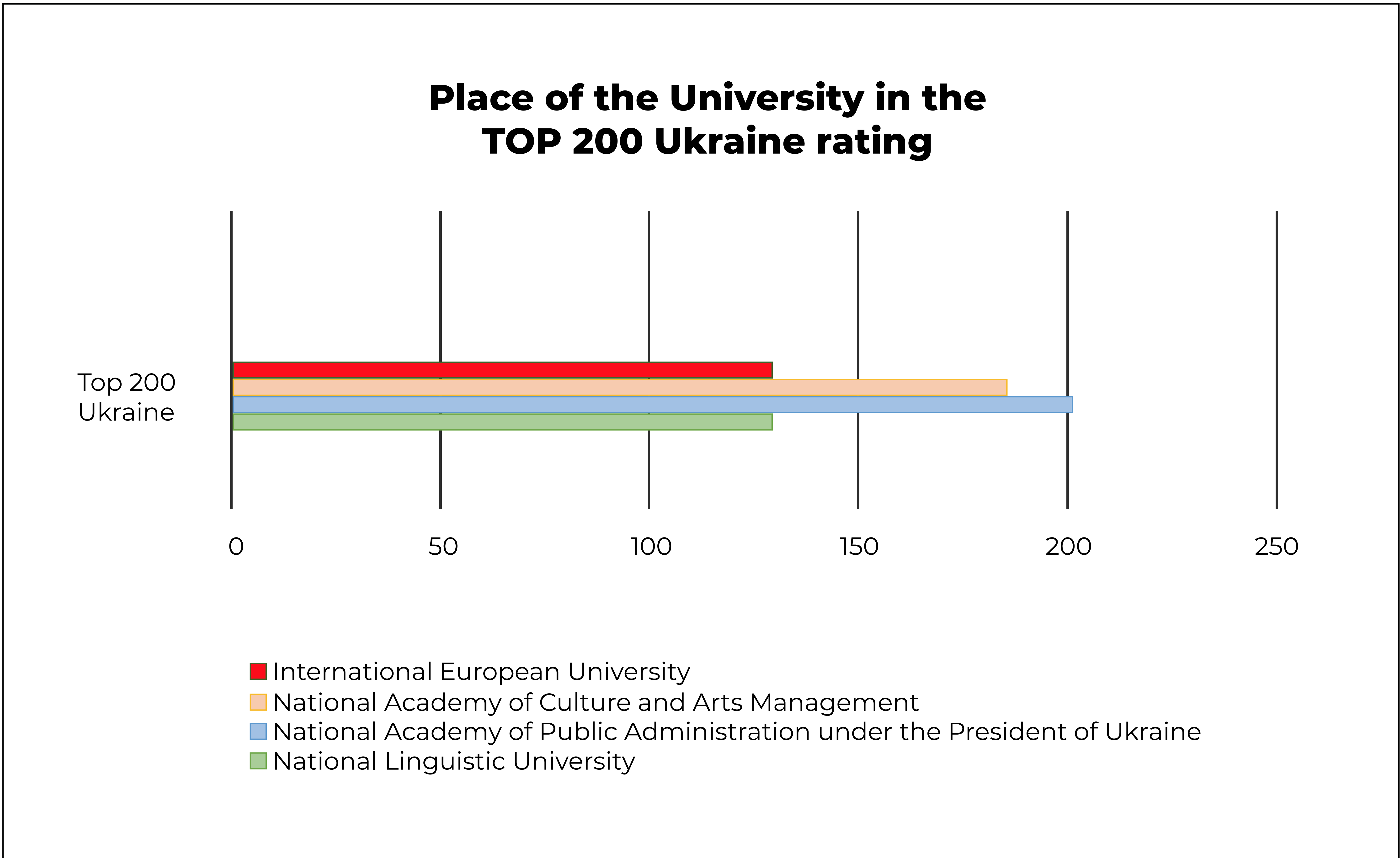


Fig. 1.1. Place of the University in the TOP 200 Ukraine rating * (as of 2021)

* source: <https://osvita.ua/vnz/rating/51741/>

In 2021, the University was rapidly developing and became a well-known higher education institution in the global and nationwide scientific and educational space, which is proven by the increase in its rating indicators only within two years of functioning (Fig. 1.1).

To increase the competitiveness 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 (consolidated rating in Webometrics and SciVerse Scopus scientometric assessment systems) (Fig.1.2).

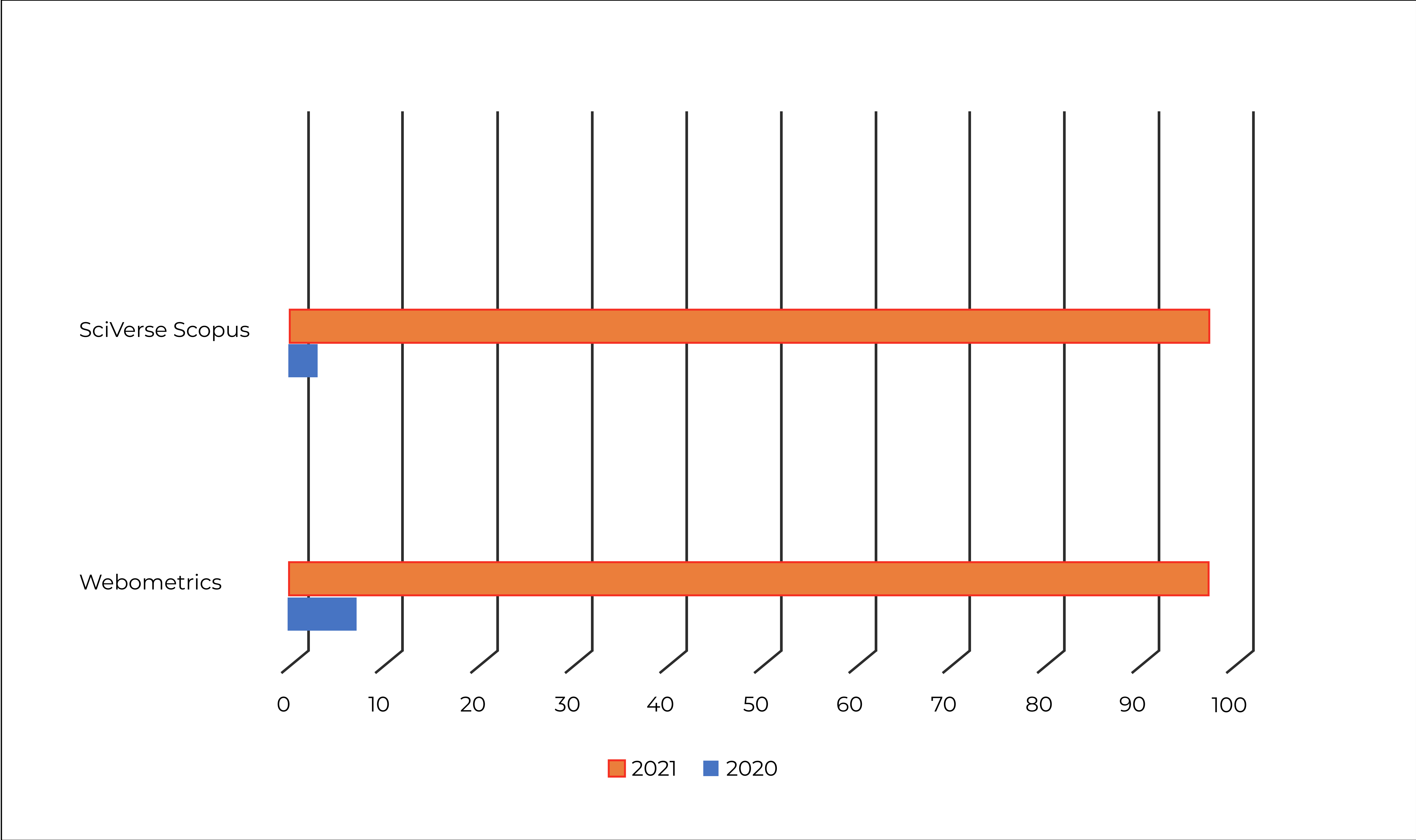


Fig. 1.2. Percentage of growth rate indicators of the University rating in the scientometric grading system (Webometrics, SciVerse Scopus) as of 31.12.2021

Perspective trend of growth in University rating positions and the implementation of the publicity strategy allow focusing on the priority tasks:

- 1. Advancement of the mechanism for regulating efficient University operations and their reflection in indicators of international and All-Ukrainian ratings.
- 2. Establishment of University Digital Technology Center.
- 3. Development of the legal framework for the University digitalization and applied software in compliance with the IEU Digitalization Concept.
- 4. Providing efficient interaction between the University and civil society institutions and structures to implement joint projects.
- 5. Implementing efficient measures for better University brand awareness, and promotional and PR activities.

1.2. Implementation of the publicity strategy

One of the crucial components of University operations is the implementation of the publicity strategy by all University units. Thus, we applied the following tools:

- an interactive presentation of the University;
- interactive online communication;
- online PR;
- website pages and communities in social media; - banner advertising;
- exchange of services via the Internet;
- interactive surveys;
- prompt marketing research on the Internet.

**Indicators of University visibility in online resources (social media, website)
(according to 2020-2021's data)**

Table 1.1

	Audience coverage		Perfomance indicator	Number of publications		Perfomance indicator
	2020	2021		2020	2021	
Instagram	5 871	15 282	+9 411	498	769	+271
Facebook	50 100	161 560	+111 460	1439	2567	+1 128
Telegram	-	188	+188	-	892	+892
TikTok	-	14 592	+14 592	-	302	+302
Web Portal	6 071	66 500	+60 429	197	475	+278

The significance of European values and innovative approaches to the organization of the University's educational process ensured the high-quality training of specialists, which was consistently highlighted in mass media in the form of numerous publications and projects. According to online resources, all performance indicators of the University visibility in comparative aspects of 2020 and 2021 are positive, which proves a high level of university awareness and an increasing level of interest in its activities among the target audience (Table 1.1).

This indicator also grows because of regular updates on the portal and posting new articles and files. Within the reporting period, the University acquired several media partners: Interfax-Ukraine information agency, Kyiv TV channel, the first All-Ukrainian ecological TV channel – ECO TV, BamBarBia.TV, etc. (Fig. 1.3).

University's media partners



- Interfax-Ukraine
- Ukraine in Arabic
- Lenta.ua
- FACTOR
- “ECO TV”
- Kyiv TV channel
- Rupor.info
- BAGNET
- Healthy Ukraine
- BamBarBia.TV

Fig. 1.3. University’s media partners (as of 2020-2021)

Together with Kyiv TV channel media partner, we filmed four episodes of the IEU Interns video project aimed at promoting values of human life and high-quality training of medical professionals.

1.3. Development of the Digital Campus

The Digital Campus Development Strategy for the more active and efficient functioning of the University requires the involvement of highly skilled and creative employees ready to promptly adapt to changes, meet new challenges and constantly work on their professional self-advancement.

Therefore, the University pays great attention to the enhancement of digital competence of staff and students, holds public lecture webinars, international scientific events to promote promising integration of digital technologies into practical activities (in particular, the following lecture webinars have been held: Modeling of digital transformation in the context of globalization; international scientific conferences: Economy of digital society: current problems and development prospects, Digitalization of science a challenge of our times, etc.). In November 2021, to ensure the viability and consistency of digitalization, we developed and approved the University Digitalization Concept.

It focuses on the establishment of the Digital Campus: a cutting-edge comprehensive information and communication infrastructure designed to:

- maintain University's electronic systems;
- provide the best possible conditions for systemic improvement of education and research quality;
- keep a proper level of managerial process transparency;
- enhance the competitive ability and attractiveness of the University due to state-of-the-art digital technologies;
- focus on the development of digital competencies and implementation of the publicity strategy.

S E C T I O N I I .
T H E U N I V E R S I T Y ' S C O R P O R A T E C U L -
T U R E , S T A F F D E V E L O P M E N T , A N D S U P -
P O R T A M I D T H E P A N D E M I C

2.1. Analysis of the human resource potential

University’s efficient functioning directly depends on the highly-qualified staff respon sible for all areas of institution operations. By the end of the reporting year, at the University, there were 65% full-time employees and 35% – part-time (Fig. 2.1).

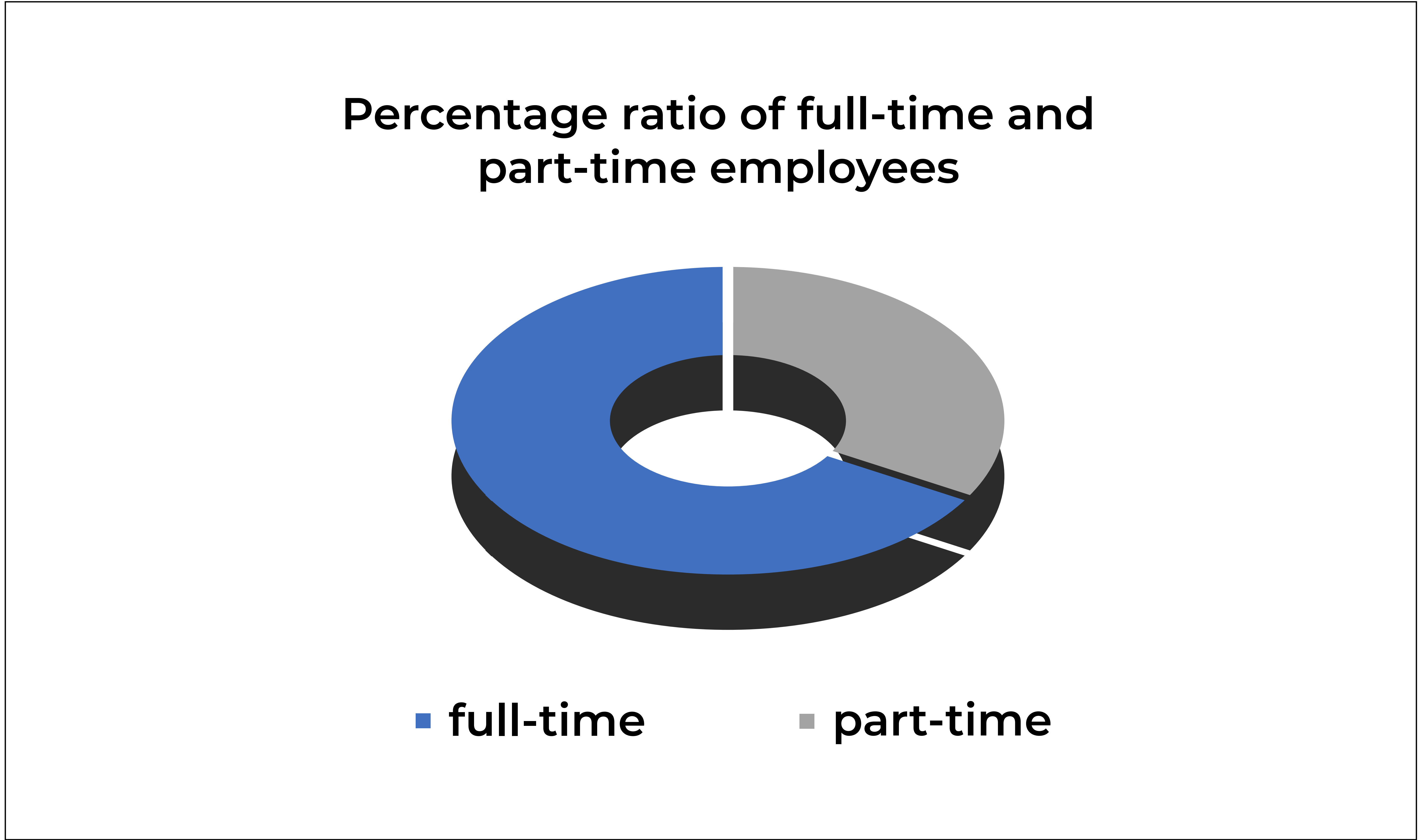


Fig. 2.1. Percentage ratio of full-time and part-time employees (as of December 31, 2021)

To structure statistical materials on staff members, they are grouped according to education criteria (complete higher education – 88%, incomplete/basic higher education – 7%, vocational and technical education – 2%, general secondary education – 3%) and employee categories (academic staff – 62%, administrative and management personnel – 29 %, educational support staff – 9 %).

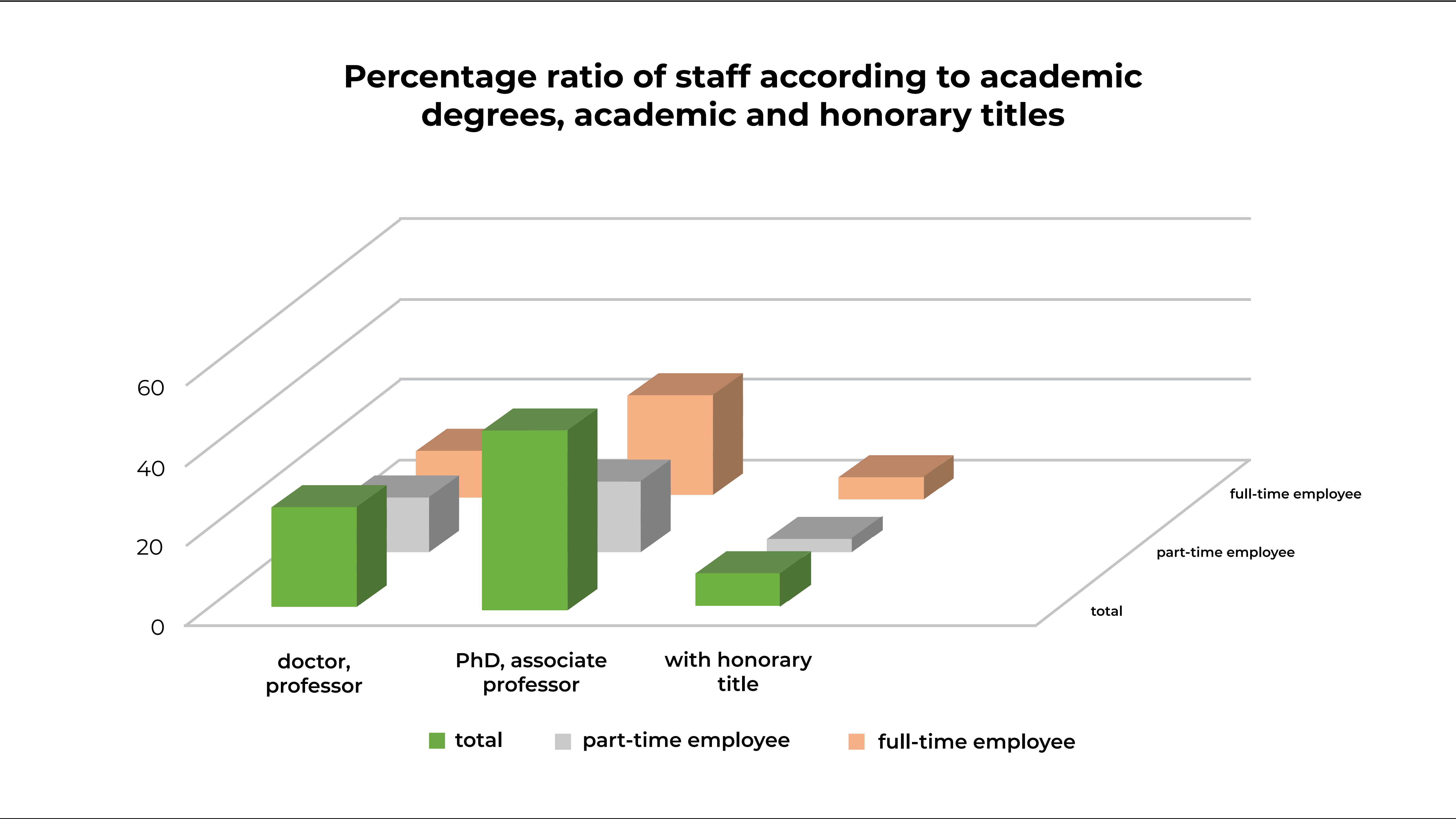


Fig. 2.2. Percentage ratio of staff according to academic degrees, academic and honorary titles (as of December 31, 2021)

The 2021’s statistical picture of the University’s academic staff is supplemented with the quantitative data grouped according to the following criteria:

- a) average age of employees (doctors, professors – 58 years old; PhDs, associate professors – 43 years old; without academic degree – 37 years old). (Fig. 2.4);
- b) academic experience (in particular, the highest percentage ratio in the category of at least 10 years – 24%) (Fig. 2.3).

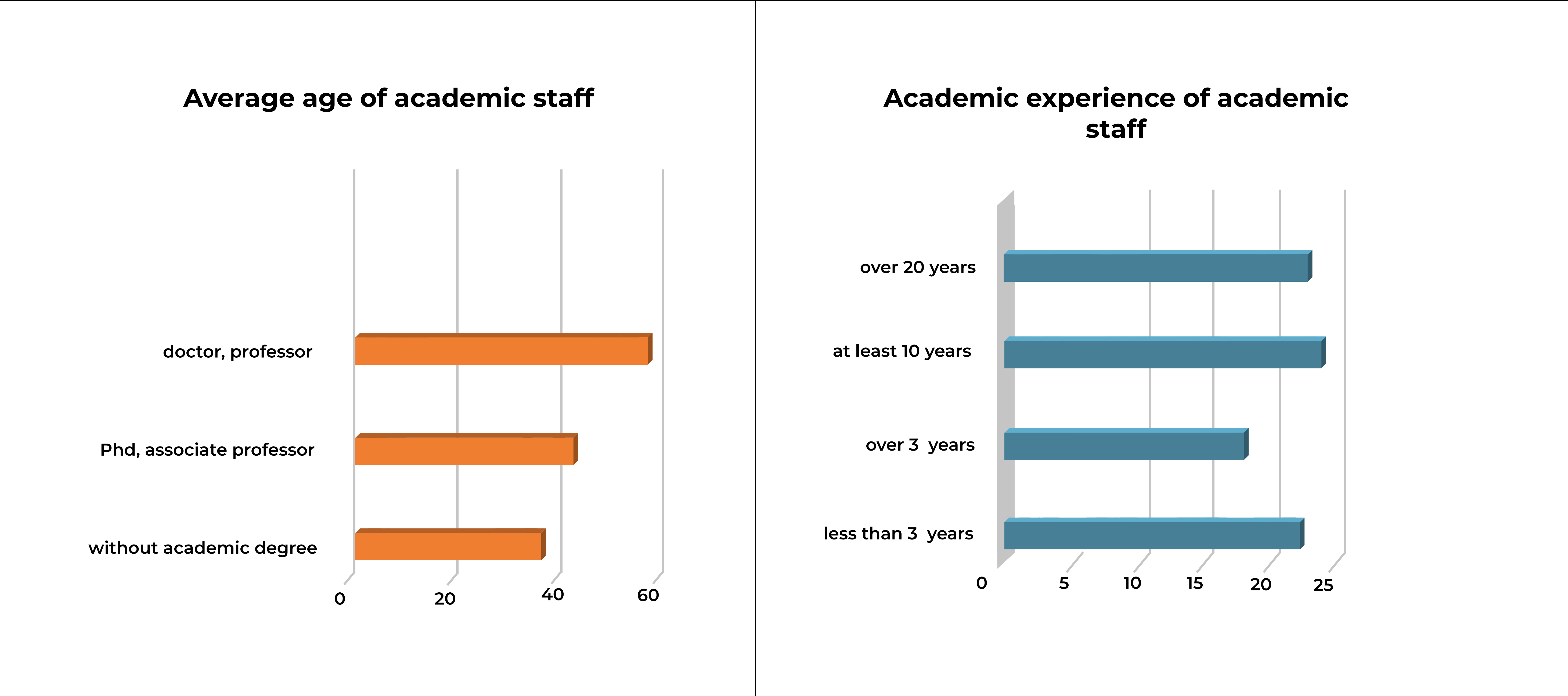


Fig. 2.3. Statistical statement on the academic staff according to the average age and academic experience (as of December 31, 2021)

In 2021, we succeeded in enhancing 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 (Table 2.1 and Fig. 2.4).

**Allocation of the academic staff according to departments
(as of December 31, 2021)**

Table 2.1

ERI “EUROPEAN BUSINESS SCHOOL”			
Parameter	Department of		
	Managment and Economics (%)	Marketing and Advertising Business (%)	Social Sciences and Language Training (%)
Professor		49	7
Associate professor	55	51	55
Senior lecturer	7	-	16,5
Lecturer	5	-	16,5
Assistant	-	-	5
TOTAL	100	100	100
ERI “EUROPEAN MEDICAL SCHOOL”			
Parameter	Department of		
	Clinical Disciplines (%)	Fundamental Disciplines (%)	
Professor	26	20	
Associate professor	37	39	
Senior lecturer	3	24	
Lecturer	18	17	
Assistant	16	-	
TOTAL	100	100	

As of December 31, 2021, the total number of the academic staff along with executives was as follows:

- European Business School (including 1% – director of the institute, 1% – deputy director of the institute, 8% – heads of departments, 24% – professors, 48 %– associate professors, 8% – senior lecturers, 8% – lecturers, 2% – assistant) (Table 2.1; Fig. 2.4);
- European Medical School (including 1% – director of the institute, 1% – deputy director of the institute, 3% – heads of departments, 25% – professors, 36% – associate professors, 8% – senior lecturers, 16% – lecturers, 10% – assistants) (Table 2.1; Fig. 2.4);

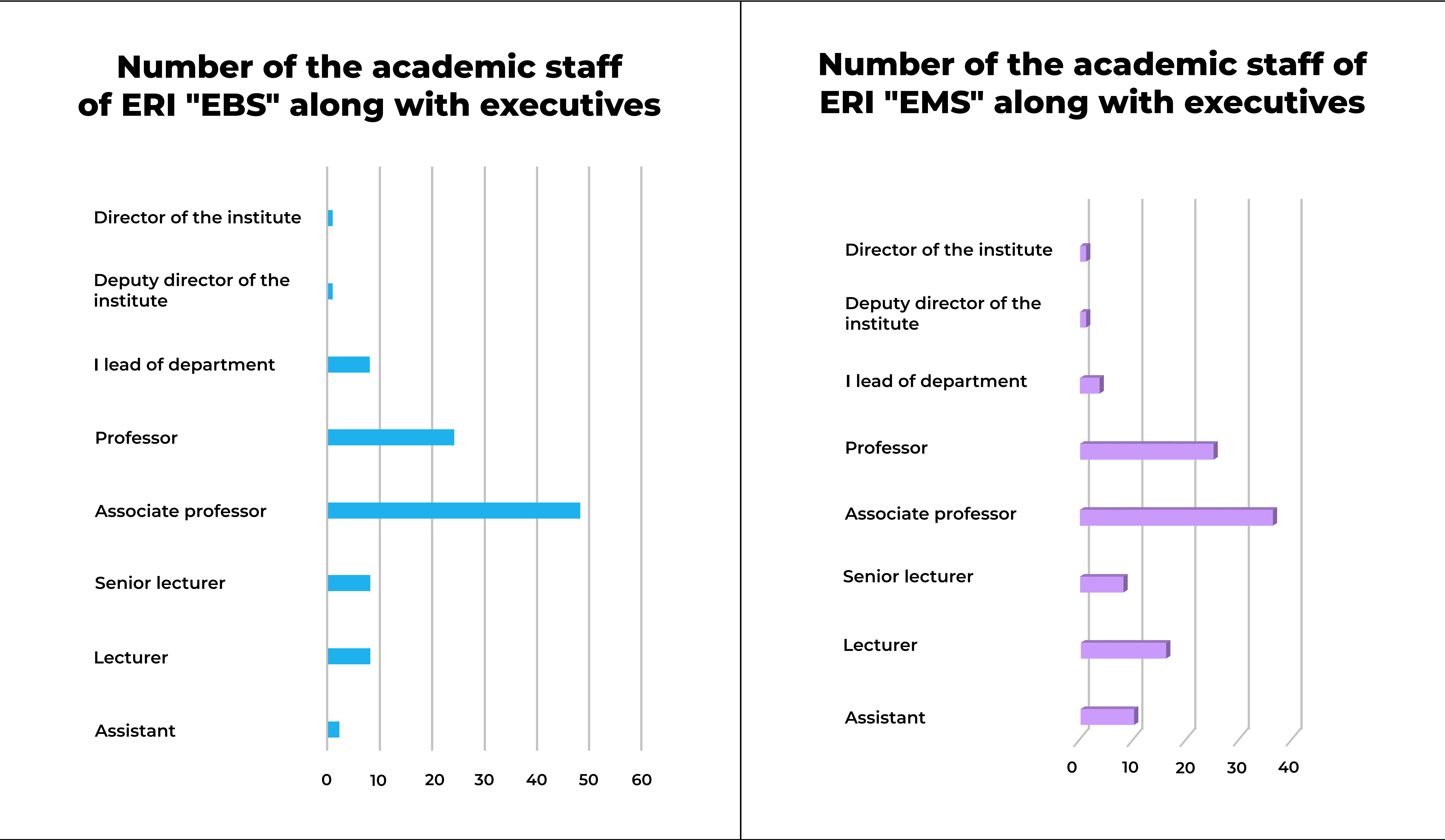


Fig.2.4. Allocation of the academic staff along with executives according to education and research institutes “European Business School” and “European Medical School” (as of December 31, 2021)

In the reporting year, we rewarded the academic staff for publications indexed in Scopus and Web of Science international scientometric databases. Quantitative indicators in the number of reward winners for the reporting period are presented in Fig. 2.5.

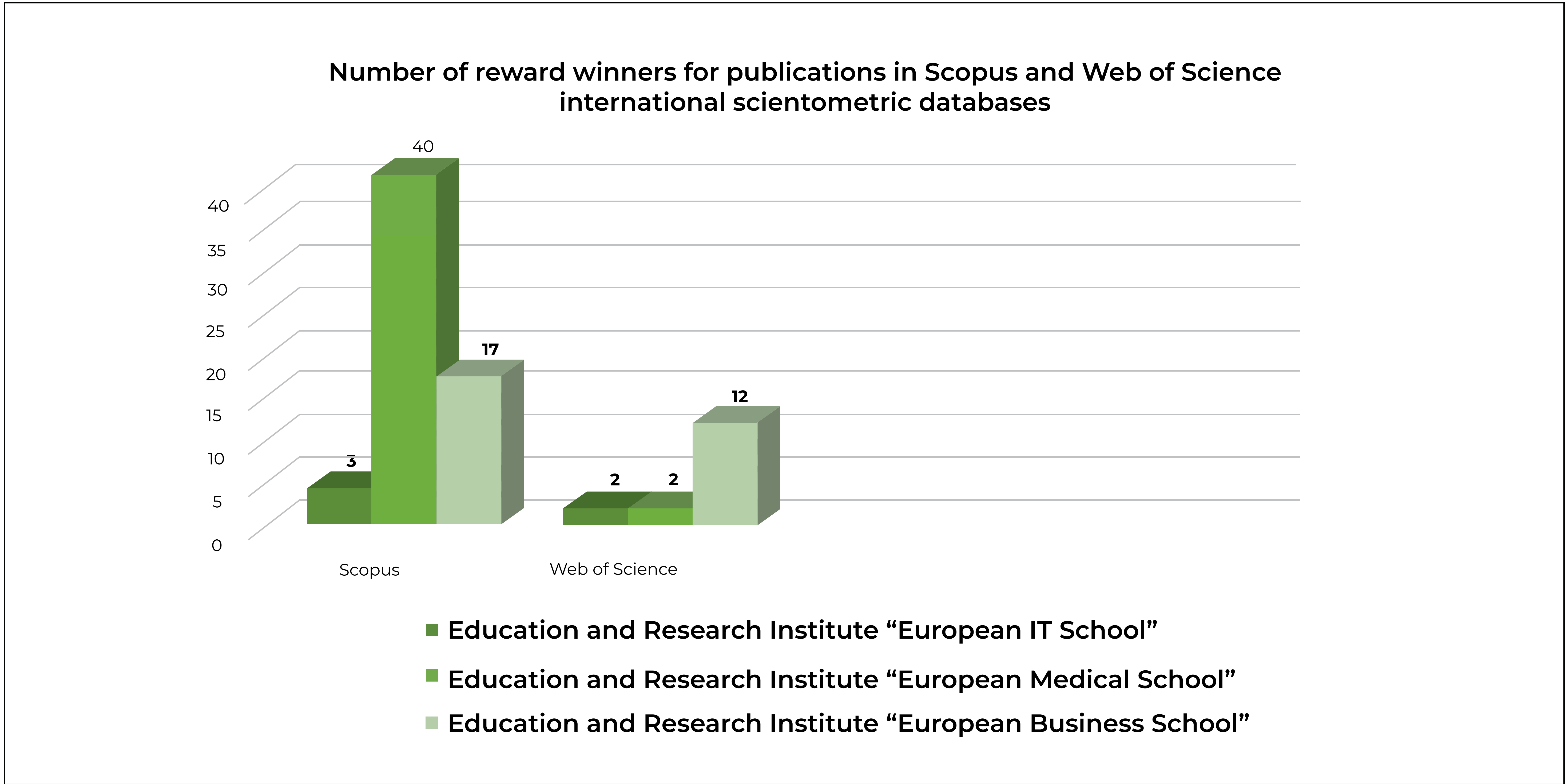


Fig. .2.6. Quantitative indicators in the number of reward winners for publications indexed in Scopus and Web of Science international scientometric databases in 2021

During a year, we differentiated personnel's wages by allocating extra charges and rewards within the approved wages fund for 2021, taking into account the complexity, responsibility, and conditions of work, employees' qualification, and personal contribution to general operating results. To better motivate the academic staff, we developed the Regulations on encouraging rewards at IEU.

2.2. The adaptation of new University employees and advanced training of the academic staff

The adaptation of new academic staff is conducted to help new lecturers to quickly and efficiently get used to particularities of educational, organizational, and methodical work at the University. The adaptation combines tasks of introducing newly appointed persons to the position, team, and organization. Currently, we are developing the Regulations on the adaptation of new University employees.

The process of activating the adaptation of new employees is encouraged by the dominating corporate culture. One of the development priorities of the above-mentioned culture at the University is a conscious attitude to a person as the highest values, understanding of his/her unique and valuable capital. The most important feature of the corporate culture is routine respect to a person expressed by University executives, units, and staff, which creates a general micro-climate of human relations appreciated by the IEU team.

Priorities of corporate culture development and staff support:

1. To encourage the corporate culture and promote university values among all students and at the level of the educational and scientific space in general.
2. To diversify forms of personnel motivation by systemic monitoring of the level of personnel's satisfaction with work conditions and search for their improvement.
3. To implement modern digital tools for organizing the educational process by carrying out digital competence advanced training.
4. To keep working on creating a personnel reserve to reduce risks of staff turnover, the complexity of their adaptation to the University's educational environment in the context of current challenges.

A crucial priority of the University Staff Strategy is to provide conditions for the 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 academic staff undergoing an internship in comparison between 2020 and 2021 are illustrated in thematic materials (Fig. 2.6).

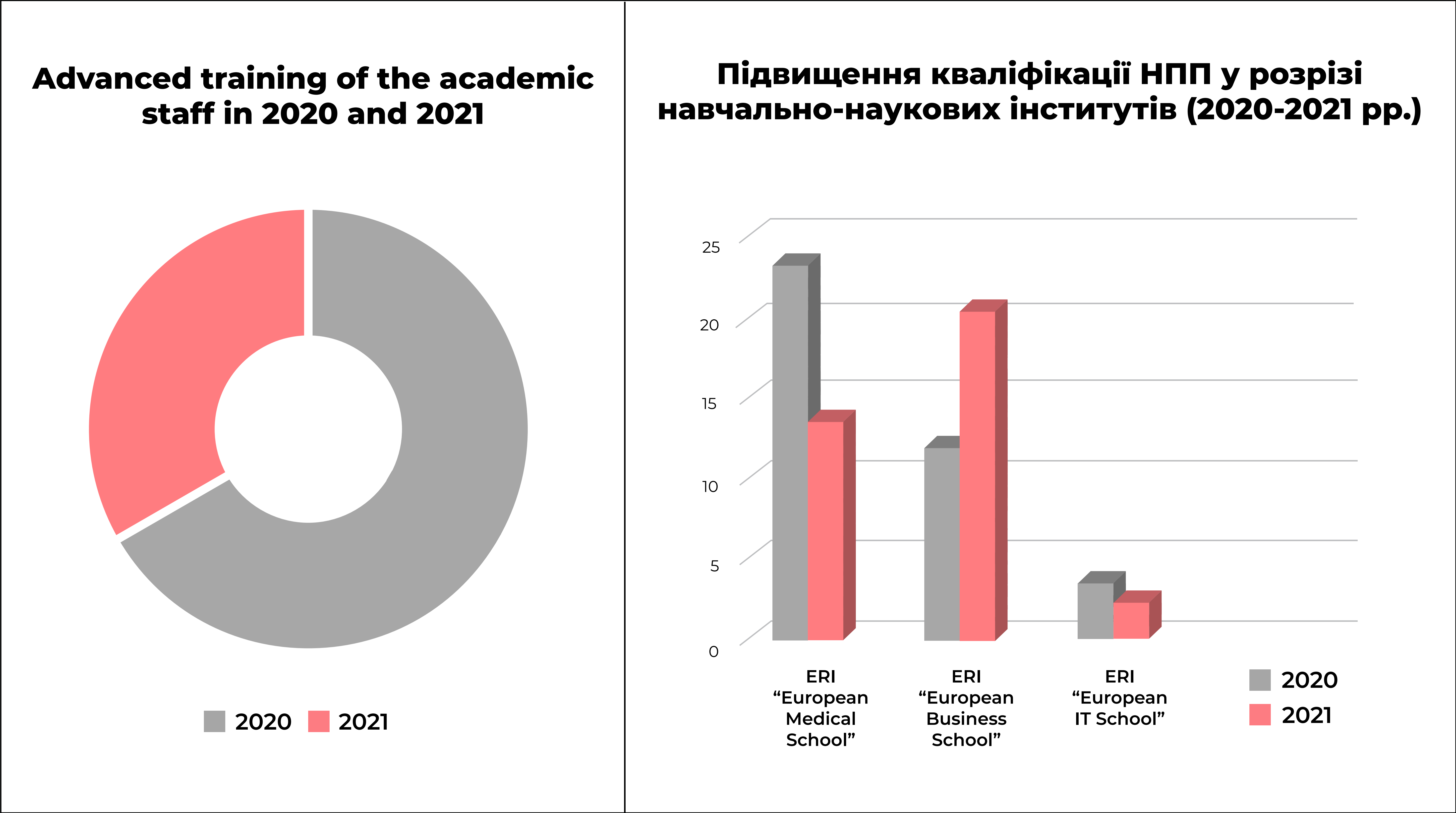


Fig. 2.6. Summary quantitative indicators of advanced training of University’s academic staff (2020-2021)

In general, the number of academic staff undergoing advanced training in 2021 is almost equal to 2020’s indicators, which shows their understanding of continuous professional development (Fig. 2.6). Quantitative indicators identify the increasing activity of advanced training of ERI “European Business School” in the current year, exceeding indicators of the past year by 7 points (Fig. 2.6).

2.3. Development of digital competencies

In the context of shifting to distance learning, the University paid special attention to the advancement of personnel’s digital competence. During 2021, we held public events (training sessions, meetings, webinars, workshops, practical training, congresses, conferences) using digital technologies in the educational process attended by over 120 University employees, the majority of which took part in all activities (Fig. 2.7).

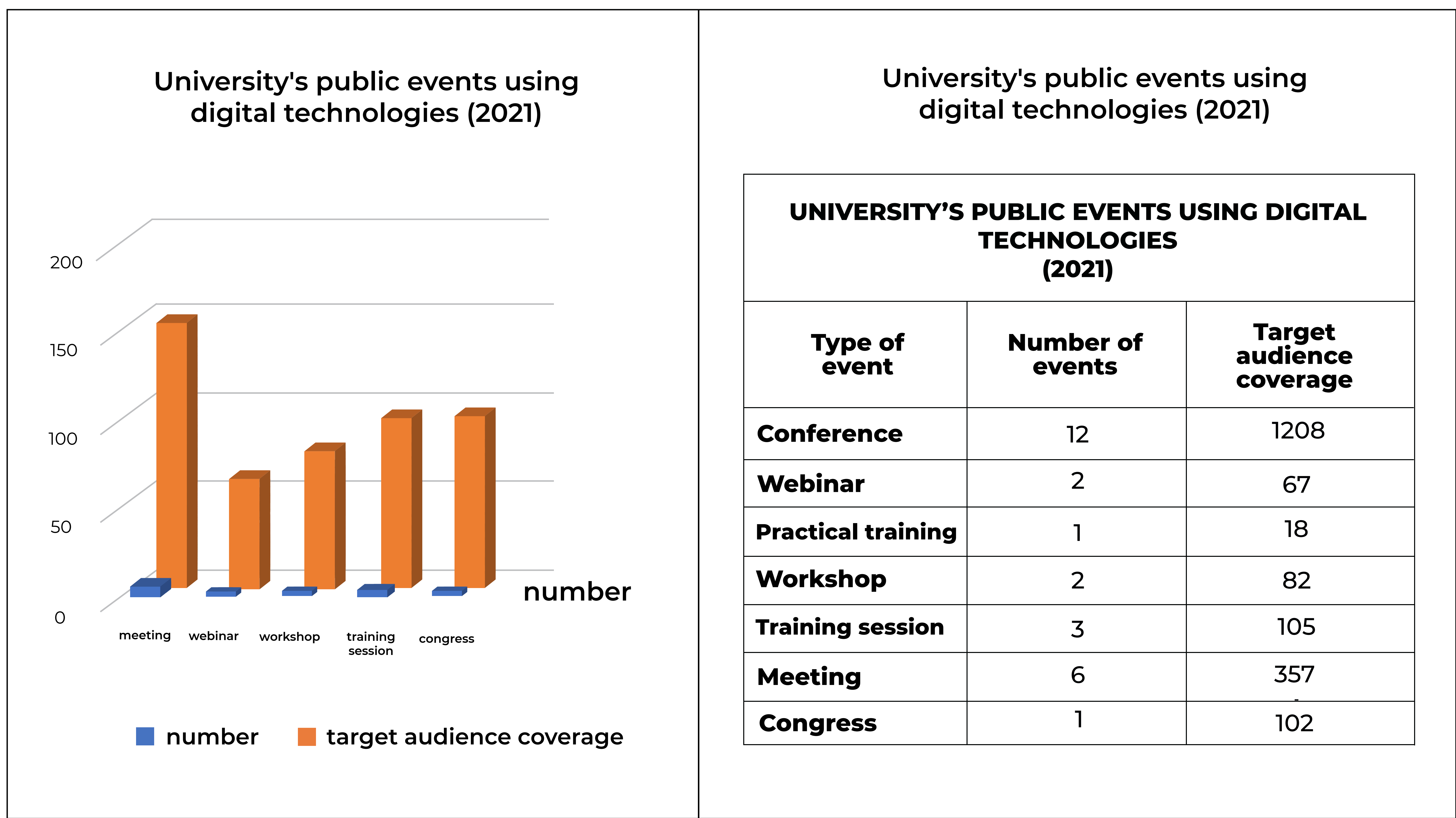


Fig. 2.7. Quantitative indicators of University’s public events using digital technologies (2021)

Based on the lecturer’s profile, the e-learning system designed a repository of competencies allowing lecturers of informative 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 professional development trajectory in the personal e-learning user account.

Due to the structured e-learning system of educational, professional, and scientific programs, we could 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 the distance learning implementation.

We developed the University Digitalization Concept for 2021-2022 academic years, suggesting ensuring the best conditions for using cutting-edge digital technologies by all participants in the educational process and developing their digital competencies.

SECTION III.

IMPLEMENTATION OF THE STUDENT-CENTERED PRINCIPLE IN SOCIAL AND HUMANITARIAN ACTIVITIES, INTERACTION WITH STUDENT GOVERNMENT, ART, AND SPORTS

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

One of the University’s strategic development goals is to ensure the development of students as conscious and responsible citizens, seamless and cultural personalities, competitive professionals, and leaders. During the reporting period, most activities conducted by University’s structural units were focused on the social and humanitarian aspects and creativity, which is associated with the viability and significance of exploring a future profession (Table 3.1).

List of student social, human and creative events in 2021

Table 3.1

Nº	Event	Target audience coverage
1	Practical training: Contemporary information media space	45
2	Public student lectures: Business administration in the context of transformations and changes	67
3	Workshop with the head of Lavrynovych and Partners Law Firm	88
4	Public training session on using Google classroom, Google Meet, Google Jamboard	123
5	Seminar: Academic integrity	115
6	How to combat corruption and stop bullying at the University	75
7	Meeting: Cultural day	153
8	Student lectures: Cybersecurity in personal Internet space	161
9	Public meeting with TEZ TOUR representative	74
10	Public student lectures: Sound producing. Difference in working with top artists and beginners	93

We are going to enhance the practical component of training to provide students with communication skills and other elements allowing them to quickly adapt to a professional environment and establish sustainable social relations. Integrity and volunteering traditions are the components of the University’s corporate culture, an informal part of the educational process, underlying IEU’s strategic goals. The list of charitable and volunteering events initiated and implemented by university students included:

- a) a charitable disco ball in cooperation with Keeplife Charitable Foundation and KNEU's trade union of students and postgraduates: fundraising to buy a wheelchair for a talented girl desiring to represent Ukraine in international Paralympic Games;
- b) trip to Barvinok Orphanage in Kyiv Region;
- c) blood donation organized by students for Children's Specialized Hospital 'Okhmatdyt', etc.

3.2. Social protection of students

Social protection of students at the University is ensured by the current legislation taking into account the current student body. Therefore, the University advanced the student government structure, developed and approved the following regulations: On prevention and settlement of sexual harassment cases at International European University; On prevention and combating of bullying at International European University; On the organization of inclusive learning for persons with special educational needs at International European University. To ensure conditions for social protection of students, we prepared an order on Education ombudsman assignments and defined a range of his/her functional duties.

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

By 2021, the University has been advancing the student government structure, particularly has updated the statutory framework regulating its activities. The highest representative body of the student government at the University is the Student Parliament founded last year. Due to the initiative and participation of students, the University developed the Student Code given experience and examples of the world's best universities. The Code text was based on generated suggestions by student community representatives and student government bodies and approved by voting at the University Student Conference. This document regulated the adoption of guidelines and ethical conduct of University students. During the reporting period of quarantine restrictions, University's student government managed to organize efficient activities of corporate culture development in the student environment.

Despite University operations amidst epidemiological restrictions and adaptation challenges of distance working in 2021, students carried out a range of events aimed at developing personal and leadership qualities of students:

1) psychological training: This is my opinion;

- 2) **Mafia of opportunities project** focused on team-building problems and activation of personal motivation;
- 3) **The Fifth Element project** combines five thematic lectures revealing the way from an idea to implementation of your own business, etc.

During a year, we provided students with regular consultations at individual requests regarding personal self-development. As practice shows, the most common requests are related to the following problems: career start and self-presentation; preparations for job interviews (search for job vacancies, CVs, cover letters, interview); career development networking; acquisition of specialized skills for step-by-step development planning; time management to choose the most appropriate work schedule and combine it with study; professional self-fulfillment.

Within 2021, student government representatives traditionally took part in projects dedicated to internal and external quality education assurance (in particular, development of new educational programs and advancement of the existing ones).

3.4. Student sports and art

The pandemic and quarantine restrictions significantly affected the organization of athletic, recreational, and sports activities at the University. The shift to distance learning prompted the search for new ways of holding physical education classes. Students and lecturers participated in various competitions, winning awards. Artistic projects were introduced in different contests organized on online platforms. During the reporting year, various artistic events were held regularly, a significant percentage of which were thematic masterclasses such as:

artistic and applied (for example, “Drawing abstraction”, “Portrait”, “Fluid art”, etc.);

theatrical and cinematographic (in particular, “Mastery of dubbing”, “Acting”, “Oratory”);

sports and dance (gymnastics, yoga, choreography, bachata, etc.)

In 2021, the student musical “Adams Family”, staged together with other Kyiv universities, became an eventful art project.

During the calendar year, important changes took place in the sports life of the University, which, in particular, facilitated the creation of a football team of 13 students. The work of the football section has been established according to the weekly schedule and under the guidance of a professional coach. The first sports achievements of the newly formed team were made within the framework of the Kyiv **Football Cup project**.

Volleyball and pioneer ball competitions were traditional summer sports events. Initiated by students and the management of the University, the gym and swimming training programs have been launched.

SECTION IV.
EDUCATION QUALITY ASSURANCE AMID
THE PANDEMIC

4.1. Results of the enrollment campaign

During the 2021’s enrollment campaign, the University’s Admissions Committee obtained 606 applications, which exceeded the number of applications in 2020 at a total increasing rate by +3.18 times (Fig. 4.1).

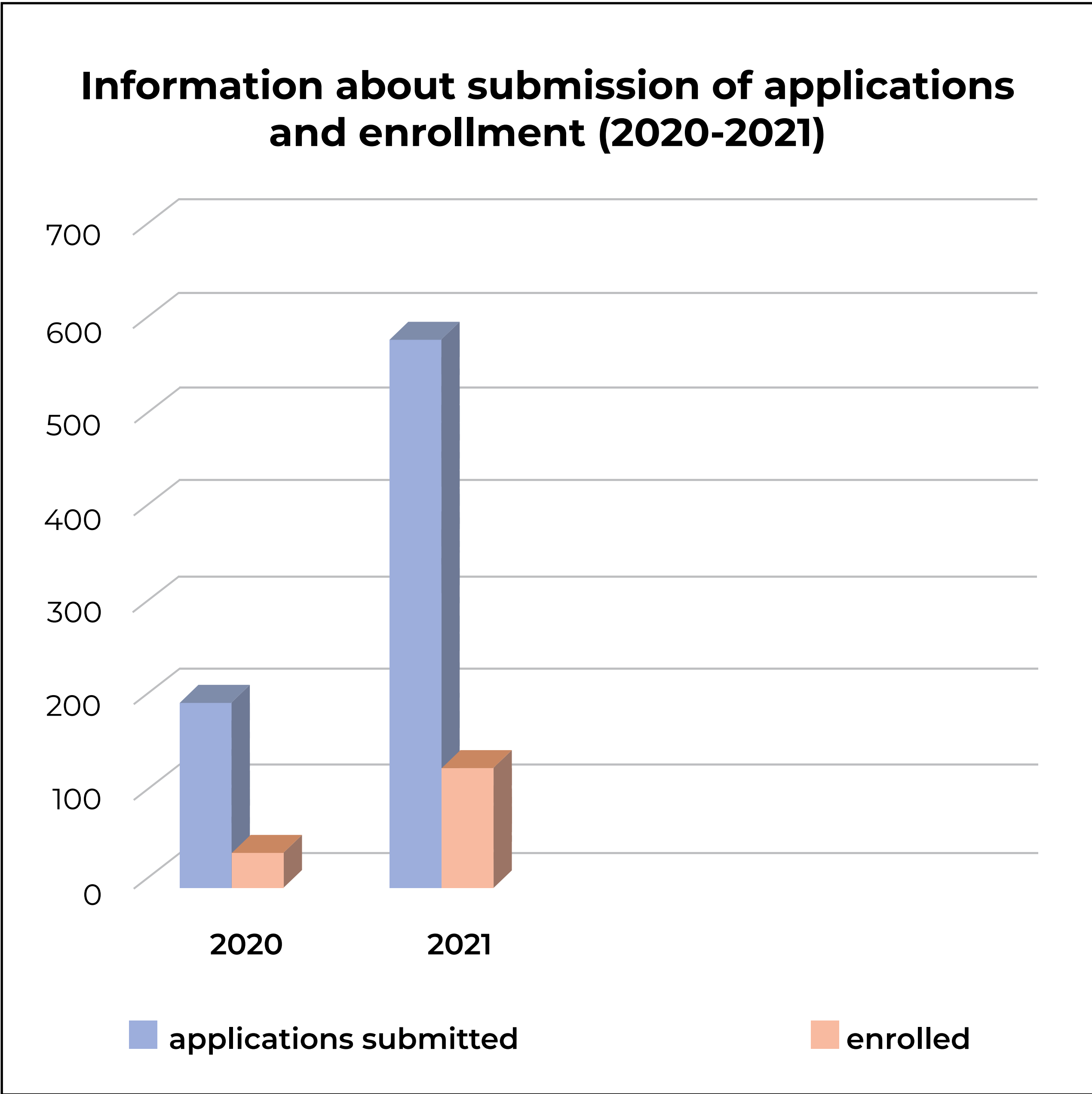


Fig. 4.1. Consolidated indicators of admission campaign results in 2020 and 2021

The 2021’s enrollment proves the necessity to carry out additional career guidance activities for specialties 075 Marketing, 242 Tourism, 073 Management, and 121 Software engineering (Fig. 4.2).

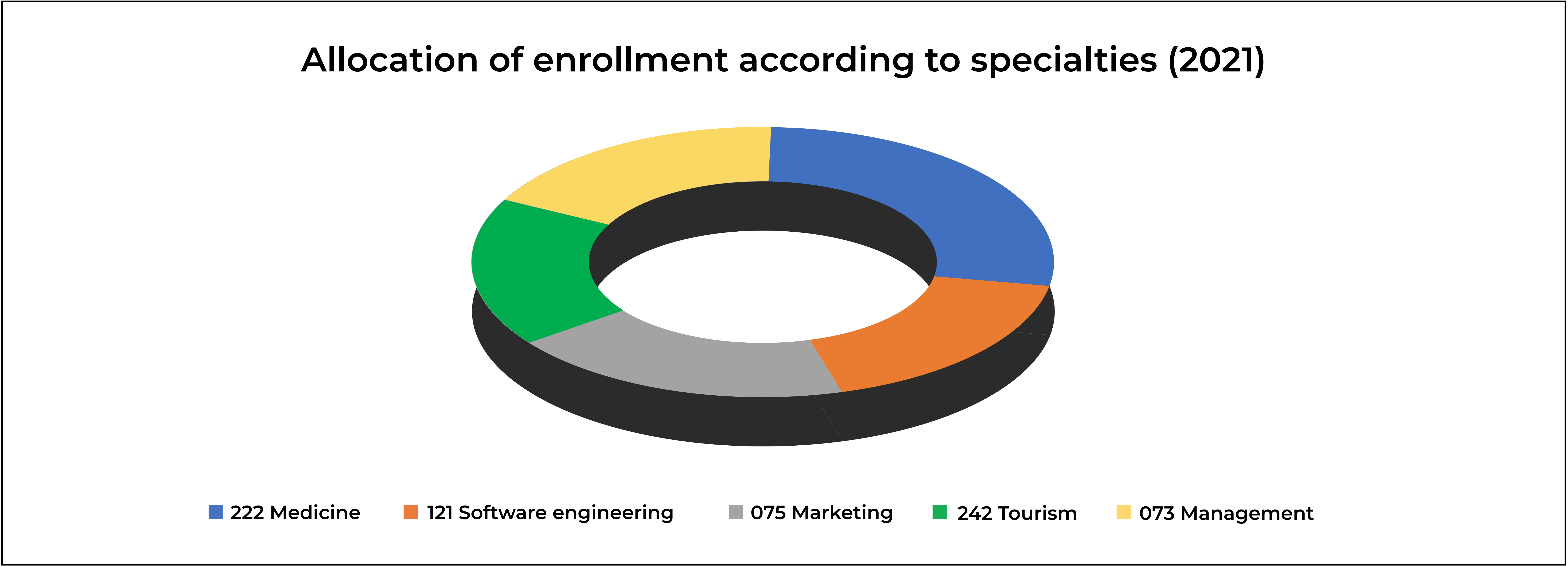


Fig. 4.2. Percentage ratio of enrollment according to specialties (2021)

Despite quarantine restrictions, the above-mentioned results of the 2021’s enrollment campaign proves that the University keeps its target audience of applicants at the level of most specialties.

4.2. Student body

As of January 1, 2022, the total indicator of the student body is 273 persons (Fig. 4.3).

Ratio of the number of students by criteria:

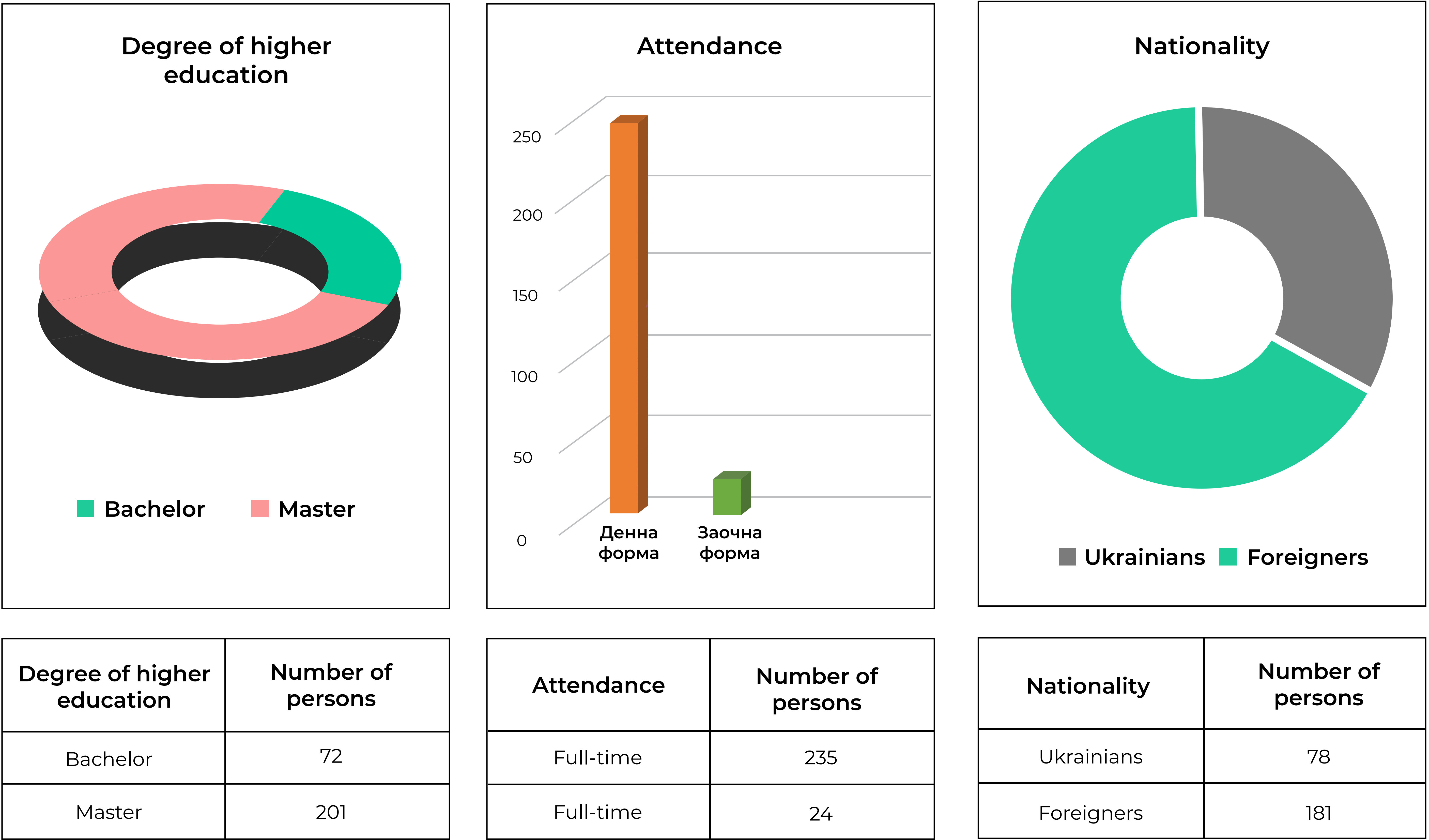


Fig.4.3. Quantitative data on students by consolidated indicators (2021)

To sum it up, the quantitative data on students are grouped by initial criteria (degree of higher education, attendance, student’s nationality) and illustrated in a proper manner (Fig. 4.3).

Allocation of data on students by the given criteria identified quantitative advantages, such as degree of higher education – Masters (201 persons against 72 Bachelors); attendance – full-time (235 persons in comparison with 24 part-time persons); nationality – foreigners (181 persons compared to 78 Ukrainians) (Fig. 4.3).

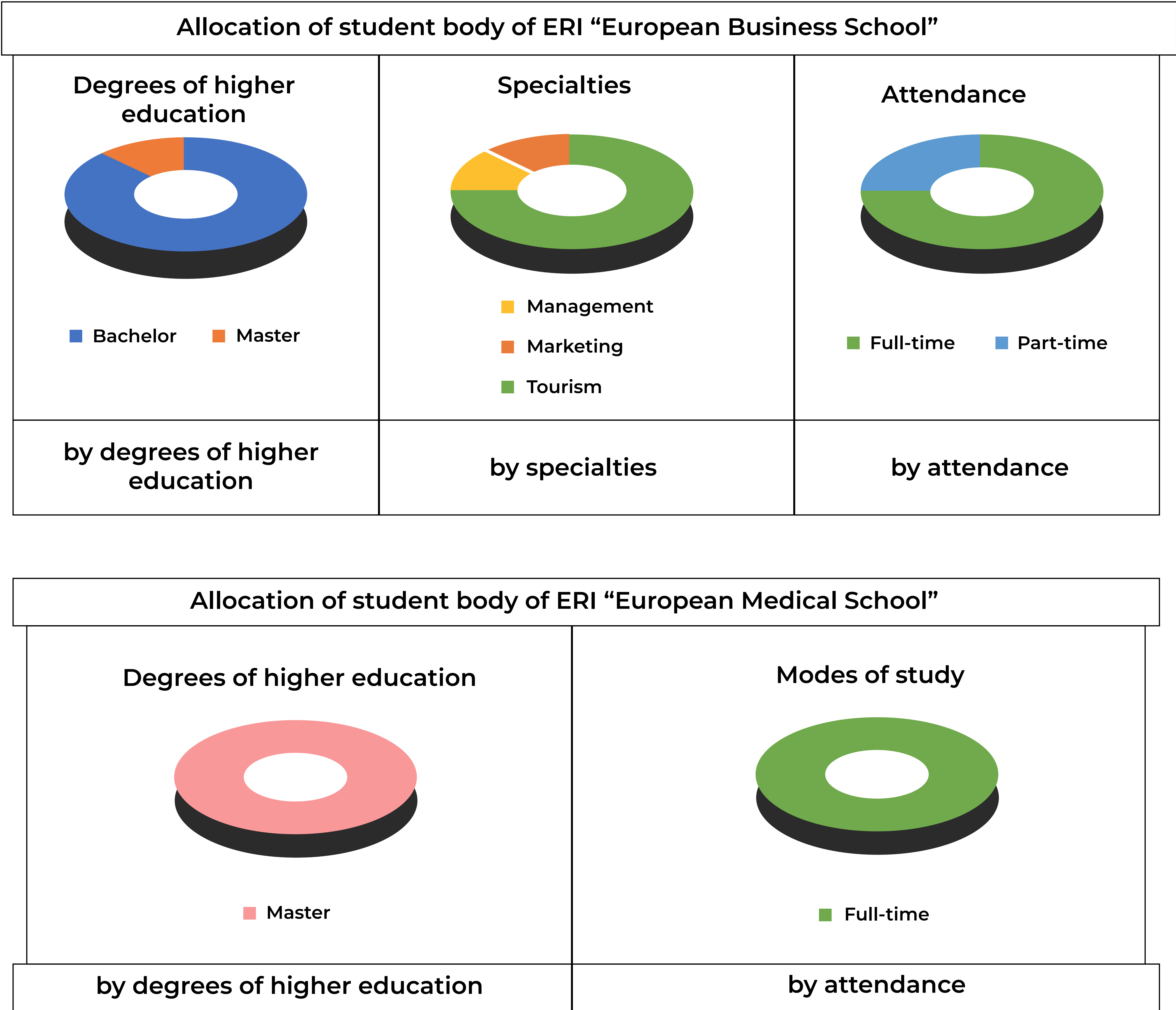


Fig.4.4. Quantitative indicators of the student body of ERI “European Medical School” and “European Business School” (as of December 31, 2021)

Information on quantitative indicators of the student body at the most numerous education and research institutes “European Medical School” and “European Business School” (as of 2021) was structured according to criteria: existing specialties (222 Medicine; 073 Management, 075 Marketing, 242 Tourism), degrees of higher education (Bachelor, Master) and modes of study (full-time, part-time) (Fig. 4.4).

A complex analysis of consolidated data on the indicators of the student body at the most numerous education and research institutes showed the increase

in Master’s students in 222 Medicine specialty, which means the viability of its development as one of the priority specialties at the University (Fig.4.1).

Consolidated data on the most numerous education and research institutes according to the indicators of the student body(as of December 31, 2021)

Table 4.1

Specialty	Total	Mode of study		Ukrainians	Foreigners
		full-time	part-time		
Allocation of the student body of ERI “European Business School”					
Bachelor					
073 Management	41	36	5	23	18
075 Marketing	8	2	6	8	-
242 Tourism	9	5	4	9	-
Master					
073 Management	11	4	7	9	2
075 Marketing	3	1	2	3	-
Allocation of the student body of ERI “European Medical School”					
Bachelor					
222 Medicine	187	187	-	26	161

The comparison between the student body in 2021 and 2020 showed:

- an increase in the total number of students in specialties 222 Medicine and 073 Management (Table 4.1);
- prevalence of 222 Medicine specialty (187 persons of the total number of 273 persons) in the quantitative composition of the student body (Fig. 4.5)

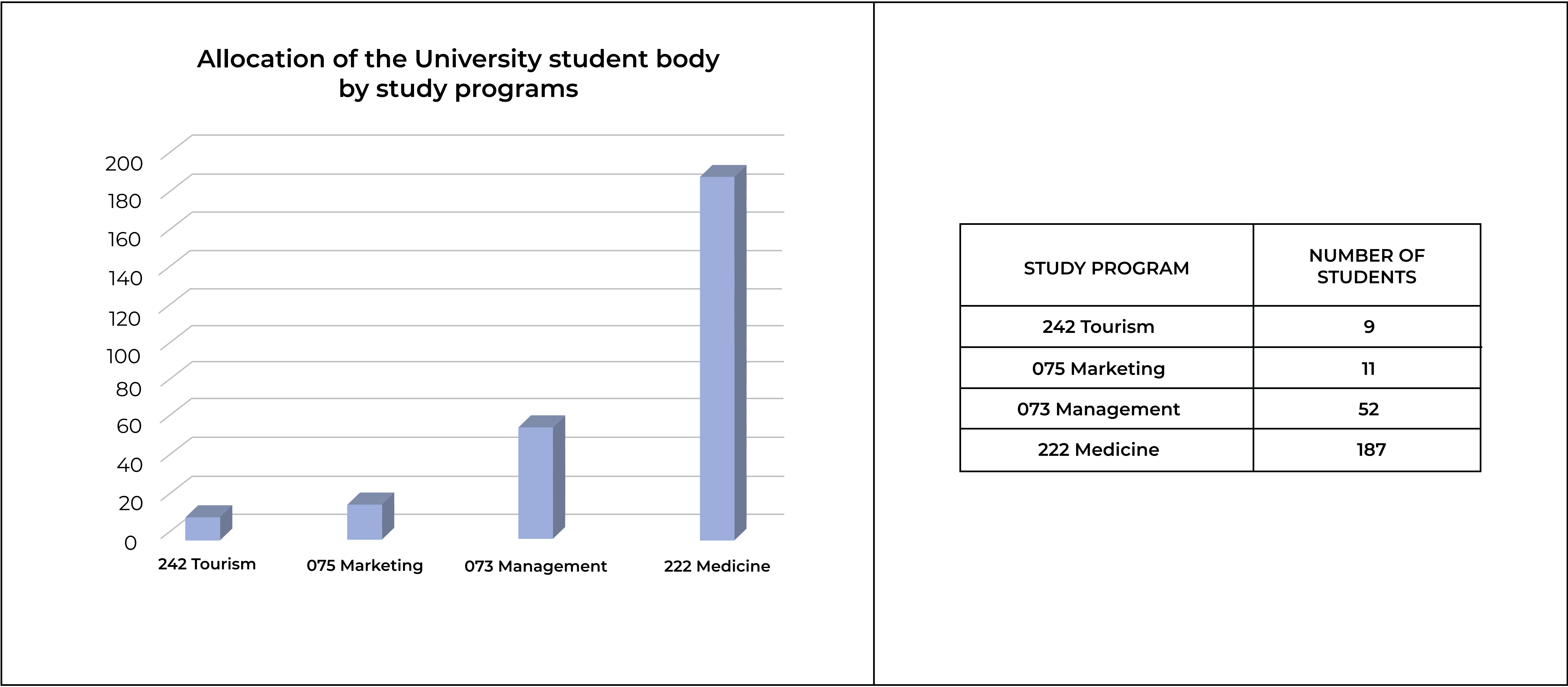


Fig. 4.5. Allocation of the student body by specialties at the most numerous education and research institutes of the University (as of December 31, 2021)

The number of enrolled students substantially affects the number of the student body. The quantitative and qualitative analysis of indicators of the decreasing number of students allows concluding that the main reason for the expul-

sion, like in the previous year, is:

- students’ will – 27 persons;
- violation of contract terms – 5 persons;
- transfer to another education institution – 1 person (Fig. 4.6).

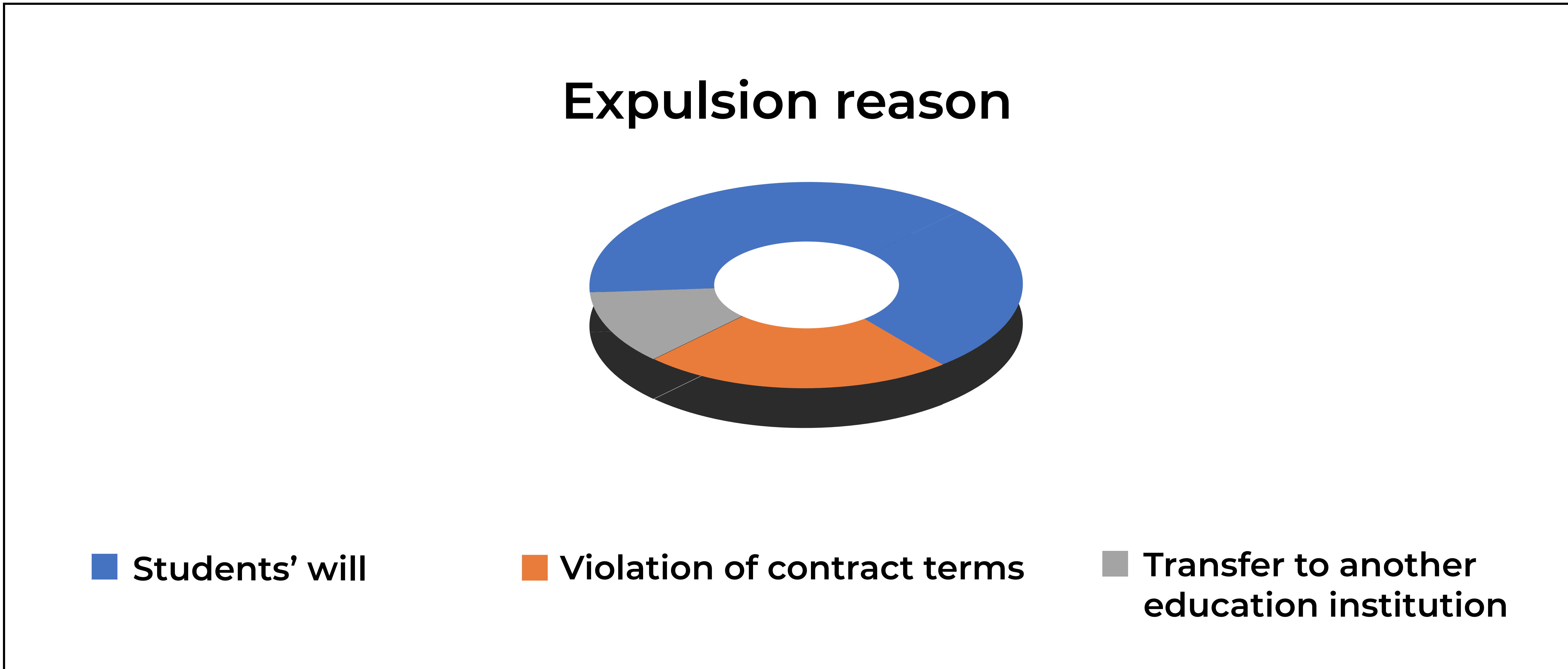


Fig. 4.6. Summary indicators of the number of expelled students by the main reasons (2021)

The University’s educational process was marked by the enlargement of the student body with the students from various countries (Table 4.2). The statistical data showed that students from 17 countries arrived at the university in 2020 and their number was duplicated in 2021, 35 countries in total (Table 4.2).

Geography of countries represented by students in 2020 and 2021

2021		2020
Azerbaijan	Spain	Burkina Faso
Haiti	Italy	Palestine
Ghana	Cameroon	Ecuador
Denmark	Canada	Egypt
Palestine	Kenya	Israel
Ecuador	Democratic People's Republic of Korea	India
Eswatini	Liberia and Nigeria	Iran
Egypt	Lebanon	Italy
Zimbabwe	Norway	Jordan
Jordan	Pakistan	Cameroon
Israel	Poland	Canada
India	UK	China
Iran	Turkey	Liberia and Nigeria
Ireland	Turkmenistan	Lebanon
Uzbekistan	France	Luxembourg
Sweden	Japan	Norway

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

4.3. Monitoring of the quality of educational services

The shift to blended and distance learning made us introduce changes to particular procedures of the internal education quality assurance system at the University. In general, we had to: advance working programs of academic disciplines, correct forms and methods of teaching, correlate forms and content of individual tasks, apply remote technologies for organizing the final (semester) control and assessment of students, adopt new forms of work with stakeholders.

One of the key procedures of the internal education quality assurance system is monitoring the quality of educational services at the University, which includes various methods for analyzing:

- a) methodological support of the educational process;
- b) quality and performance of students in a particular educational program according to the results of tests and exams (Table 4.3).

Quality and performance of students at the University in 2020 and 2021

Category	Number of students as of December 2020	Number of students as of December 2021	Growth rate (2021 / 2020)
Category	2.16%	10.44%	+4.8
Insufficient level of knowledge with a possibility of repeated pass	10.8%	26%	+2.4
Low level of knowledge that requires repeated learning of disciplines	-	8%	+8
High rating score	81.2	84.1	+1.03
Excellent students	8.64%	17.64%	+2.04

The quality and performance of students at the University in 2020 and 2021 indicated the growth rate of enrolled students for different reasons (+4.8 times); the insufficient level of knowledge with a possibility of repeated pass (+2.4 times); the low level of knowledge that requires repeated learning of disciplines (+8); the high rating score (+1.03 times); the number of excellent students (+2.04). In general, such growth rates partially showed an increase in the student body in 2021 compared to the previous one (Fig. 4.1).

In particular, in 2020-2021, the University showed a significant increase in the quality and performance (compared to 2020) in 073 Management specialty (Fig. 4.7).

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- a) methodological support of the educational process;
- b) quality and performance of students in a particular educational program according to the results of tests and exams (Table 4.3).

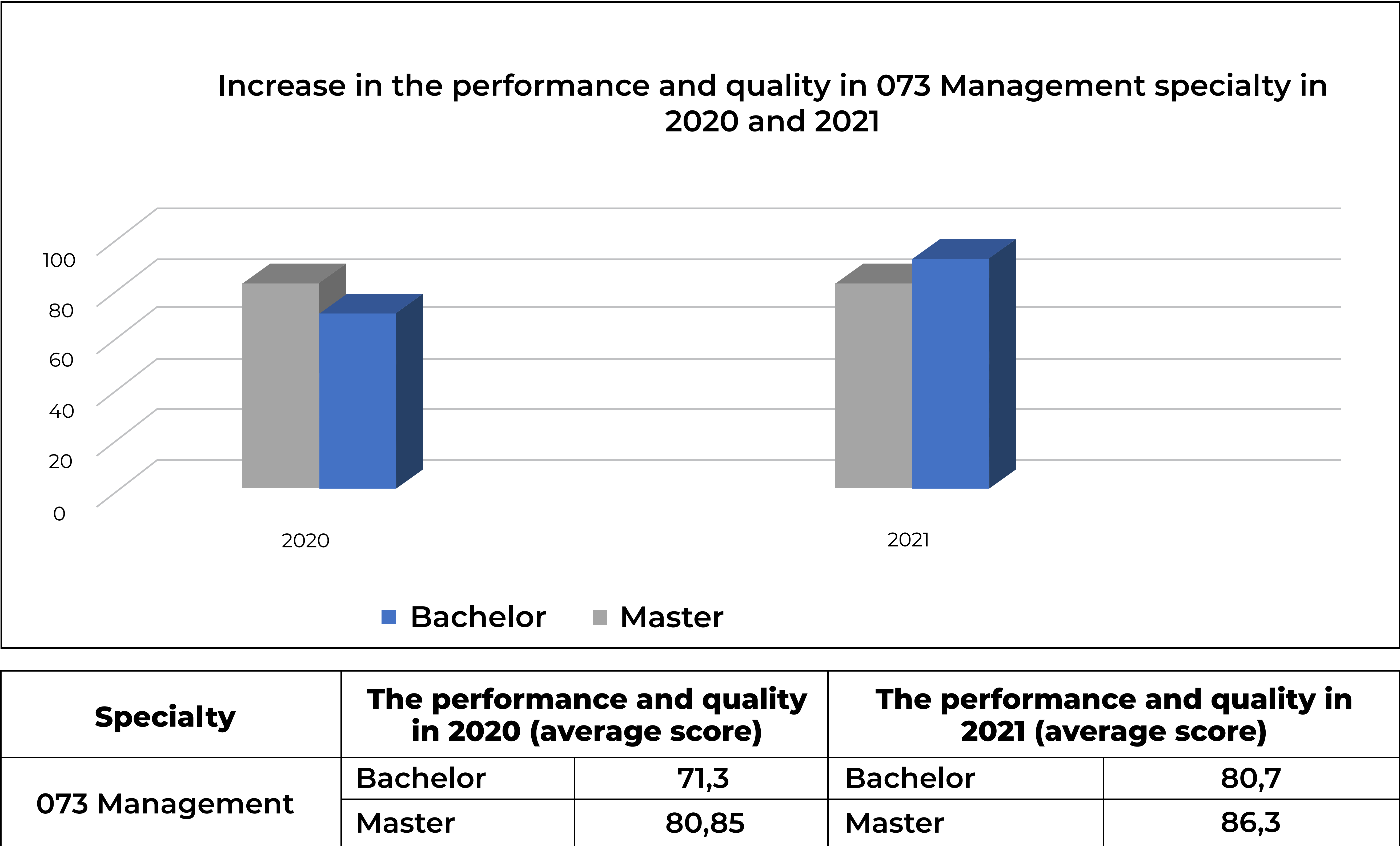


Fig. 4.7. Increase in performance and quality in 073 Management specialty in 2020-2021

The statistical data showed a substantial increase in performance and quality in Management specialty in the Bachelor program by +1,1 times, in the Masterprogram by +1.06 times (Fig. 4.7).

Consequently, there was no decrease in performance and quality in available educational programs. Guarantors of the study program should pay attention to the viability of increasing growth rates of performance and quality in 222 Medicine specialty.

We systematically monitored the quality of educational services at the University to:

- 1) obtain feedback from students (in particular, summarized results of the annual survey among students for the reporting year are presented in Fig. 4.8);
- 2) have a constructive dialogue with stakeholders (in particular, employers);
- 3) put ideas of participants in the educational process into further public negoti-

ations at different levels (department, institute, University Academic Council) to make appropriate managerial decisions.

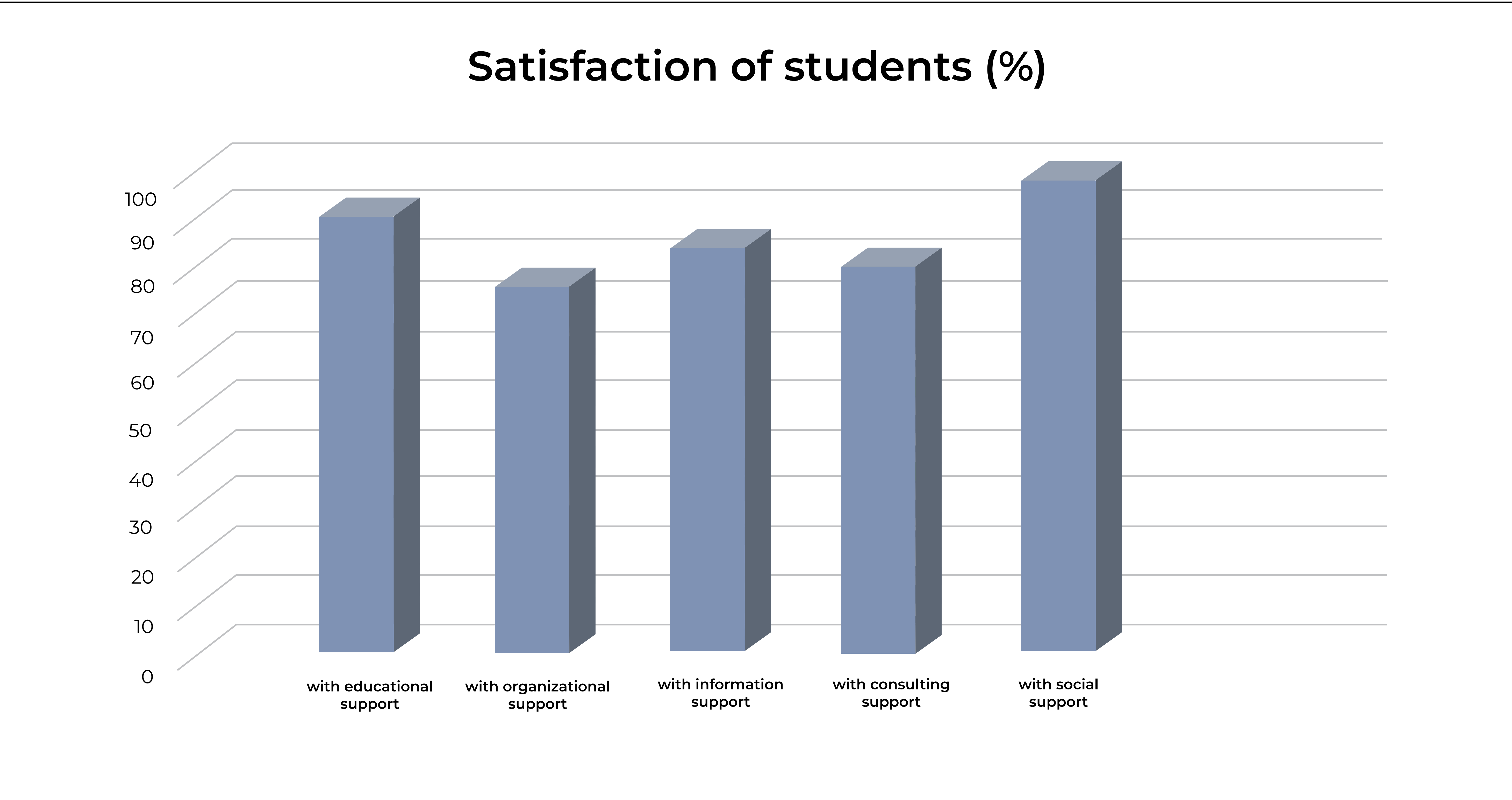


Fig. 4.8. Summary results of surveys among University students in 2021

As part of joint expanded negotiations with stakeholders, employers, and students, we made decisions on increasing the percentage ratio of practical classes within in-class work and the amount of English educational components (073 Management specialty); the viability of holding Italian, German, Spanish and other language courses (222 Medicine specialty).

The key priority in the 2021 academic year aimed at ensuring the education quality was to create high-quality digital content of all scientific, professional, and study programs, and ensure the transparency of the assessment of academic achievements. The results of surveys conducted within the reporting period show that: 95,5% of students are satisfied with the educational environment and use possibilities of the University’s material and technical facilities (scientific library, medical room, café, assembly hall, dormitories, gyms, and sports grounds, practical and recreational bases). Respondents stressed that all PCs at the University are connected to the high INTERNET and free WI-FI is available within the whole territory of the higher education institution.

The organization of the educational process amid the pandemic was focused on modernization of the organizational and methodological support and definition of ways of its technical implementation. In particular, the University provided non- resident students and students from a deprived background with laptops for the period of study so that they could use them during distance learning.

Students highly appreciated methods and means of distance learning during the adaptive quarantine using Google Jamboards and interactive panels, which allowed them to acquire information more efficiently and feel the presence effect in the classroom.

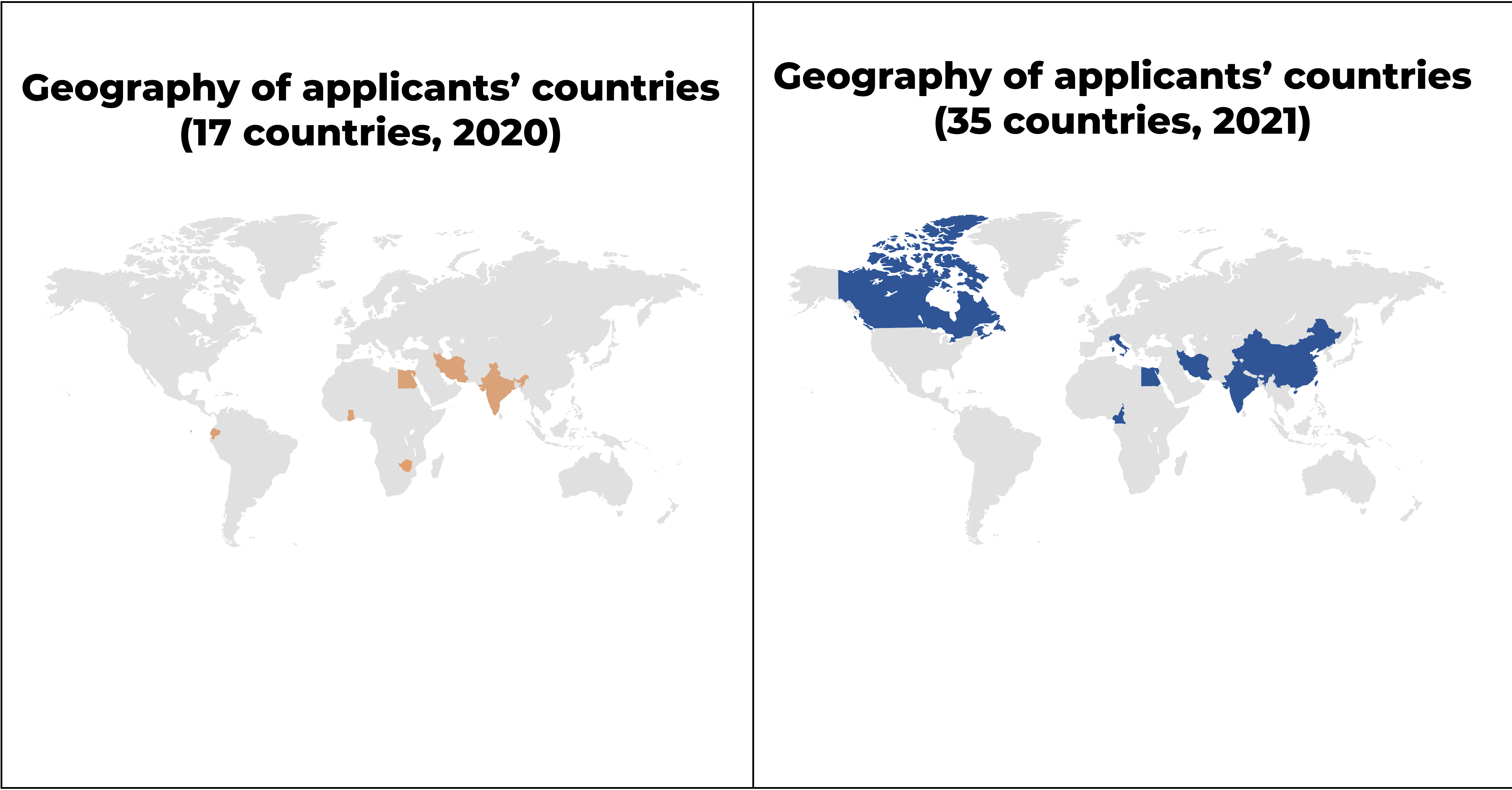


Fig. 4.9. Comparative cartographic statistics of countries of applicants in 2021 and 2020

The comparison of the growth indicators in 2021 and 2020 according to the number of the student body (Fig. 4.1) and geography of applicants' countries (Fig. 4.2 and Fig. 4.9) indicated the University's achievement of a particular level of quality of educational services. During the reporting period, we could see the increase in countries where applicants came from by +2.05 times (2020 – 17 countries; 2021 – 35 countries) (Fig. 4.2 and Fig. 4.9). The ratio of quantitative parameters of the student body in 2020 and 2021 means a substantial increase in the number of students of both academic degrees (Bachelor, Master) and the number of countries where they came from (Table 4.4).

Number of students in 2020 and 2021

Table 4.4

Year	Number of students (% of the total numbers as of December 31, 2021)				Number of countries where students came from
	Ukrainian students		Foreign students		
	Bachelor EP	Master EP	Bachelor EP	Master EP	
2020	4,16	5	4,16	21,28	17
2021	12,8	7,76	1,08	43,76	35

To find out the level of applying remote technologies in the educational process, we conducted the thematic monitoring at the end of the calendar year. The results of its implementation laid the foundation for carrying out a comparative analysis of the quality of educational services according to the level of using remote technologies in the educational process illustrated in corresponding quantitative indicators (Table 4.5).

The comparison of the quality and performance of students in 2020 and 2021 (particularly based on tests and exams) allowed us to conclude that the obtained results are correlated to:

- a) quantitative indicators of students showing the insufficient level of knowledge with a possibility of repeated pass (26% – 2021 and 10.8% – 2020);
- b) the number of students showing the low level of knowledge (skills) that requires repeated learning of disciplines (8% – 2021 and 0% – 2020) (Table 4.3)

One of the significant procedures of the internal education quality assurance system is the definition of the level of student satisfaction with the quality of teaching of the academic staff.

At the end of the reporting year, we carried out a traditional survey: Quality of lectures involving approximately 54% of respondents of the total number of students in all educational programs (147 forms) (Table 4.6). The thematic survey was aimed at assessing the quality of lecture teaching according to the list of defined questions (Table 4.6).

Parameter of assessing the lecture quality	Average indicator in the 5-point scale		Growth rate (%) came from
	2020	2021	
Lecture organization	4,4	4,5	+2,2
Consistency of teaching	4,2	4,3	+2,2
Relation of the lecture to the previous material	4,3	4,6	+6,9
Availability and understandability of presented material	4,1	4,3	+4,8
Lecturer's contact with the audience	4,4	4,6	+4,8
Lecturer's behavior and speech culture	4,4	4,4	-
Full implementation of lecture plan	4,5	4,4	-2,2
Lecturer's kindness and understanding	4,4	4,5	+2,2

The results of the above-mentioned survey indicated generally positive growth rates of average parameters of assessing the quality of lectures (Table 4.6). Such surveys and corresponding managerial decisions prove the significance of informal consideration of students' opinions, which is an integral element of the corporate culture.

Despite the positive assessment of the quality of lectures, heads of structural units should thoroughly analyze the 2021's survey in order to correct work with the academic staff.

The improvement of the e-learning system allows us to monitor the activities of students and lecturers in each academic discipline; analyze percentage indicators of students' satisfaction and performance; establish quick communications as part of the educational program.

Amid the pandemic, we organized the educational process using blended and distance learning technologies where we applied the University's e-learning system combined with online communication and cooperation tools.

4.4. Practical training and employment of students

Practical training of students in 2021 was focused on the high-quality implementation of the rotating practical model given possibilities for its step-by-step undergoing by students at institutions (organizations) of different types and achievement of practical goals in the on-campus, distance, and blended modes. The list of effective practical bases involved in the practical training process at the two most numerous institutes of the University is illustrated in Table 4.7. As of December 31, 2021, ERI “European Medical School” had 18 practical bases and ERI “European Business School” had 15 practical bases. Despite quantitative indicators of existing practical bases, heads of structural units should expand the list of potential practical bases for functioning educational programs, especially in 222 Medicine specialty (taking into account the number of the student population).

List of effective practical bases at the most numerous institutes of the University (as of December 31, 2021)

ERI “European Medical School”		ERI “EUROPEAN BUSINESS SCHOOL”	
222 Medicine		073 Management	075 Marketing
		242 Tourism	
Ukrainian Children’s Specialized Clinic “Ohmadyt”	SA-CLINIC	Lavrynovych and Partners Law Firm	
Kyiv Regional Perinatal	MYDERM LLC	City Beach Club LLC, O.DESERTY	
Amosov National Institute of Cardiovascular Surgery of the National Academy of Medical Sciences of Ukraine	KHOBZEI CLINIC Medical Center LLC5	Ukrainian Fashion Group LLC	
		NORDAN AG LLC	
		Farby LLC	
Kyiv regional psychiatric and narcological medical union	MEDICENTER UKRAINE LLC	Ukrainian Academy of Fashion Industry LLC	
		Sole proprietor Prykhodko Viktoriia Viktorivna	

State Institution “Institute of Pediatrics Obstetrics and Gynecology Named After Academician O. M. Lukyanova of NAMS of Ukraine”	BEAUTY HARMONY LLC	System Legal Consulting LLC5
		Sumy telecomsystems
National institute of phthisiology and pulmonology named after F. G. Yanovsky of NAMS of Ukraine	Median private enterprise	IDEA SHOP LLC
		Pharmacy of your city LLC
Y Ukrainian Military Medical Academy	MEDISTAR LLC	Vodoliy Group of companies LLC
Vodoliy Group of companies LLC	SMART MEDICAL CENTER	JUSCUTUM LLC
		REMOS LLC
Center of Innovative Medical Technologies at the National Academy of Sciences of Ukraine	ALFA-VITA LLC	Region Advertising Group LLC
		Brystol Eco Group LLC
Kyiv City Clinical Hospital No.10 of the Executive body of Kyiv City Council (Kyiv City State Administration)	CLINIC 311 LLC, Clinic of Dr. Valikhnovskyi	Argument Law Firm
		Artek Internal Child Centre
		SYNEVYR National Nature Park
National University of Life and Environmental Sciences of Ukraine (chemical and biological laboratories)	State Institute Shalimov's National Institute of Surgery and Transplantation to National Academy of Medical Sciences of Ukraine	Edugain overseas Ltd. (India)
		RAE ALLIANCE EDUCATIF (Marocco)
Boryspil General Hospital of Acute Treatment	Universum clinic	UES Ltd. (Turkey)

4.5. Results of students' assessment

To ensure the high-quality assessment of students amid the pandemic, as mentioned above, University operations were focused on modernization of the organizational and methodological component and its seamless technical support. To define the level of applying remote technologies in the educational process, we conducted the monitoring, which allowed us to generalize corresponding quantitative indicators.

Results of the monitoring of students' engagement in the educational process using remote technologies (2020 and 2021)

Parameter	Use of remote technologies (% of the total number of students as of December 31, 2020)	Use of remote technologies (% of the total number of students as of December 31, 2021)
Number of students	91	87

Considering specific features of every study program (specialty) at the level of the University's effective structural units, we approved the 'Temporary procedure for assessment of students' that specifies in detail each form of assessment according to approved programs (including the ones based on remote technologies). The Temporary procedure for assessment of students stipulates: technical requirements for access of all participants (chair, members, secretary of the examination board, and students) to the final assessment, specifying an online platform; the algorithm for holding sessions using video communication means in real-time mode; the logarithm of actions of students on the defined online platform, etc. In the reporting year, the examination board traditionally involved representatives of employers.

In order to ensure the policy of academic integrity, during the reporting year, all academic works of the University staff and students were tested in the Strike-Plagiarizm.com system, which is used by 500 institutions of higher education in different parts of the world. This system provided text verification by different search modules, which made it possible to compare text similarities in 200 different languages.

In 2021, 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.

4.6. Regulatory support of the educational process

To consider the features of organizing educational activities in terms of blended and distance learning amid the pandemic, given Regulations on the system for ensuring the quality of the educational process at the University, public representatives and the Academic Council discussed and approved the following documents that became effective by Rector's order:

- 1 concept;
- 36 regulations;
- 1 instruction;
- 6 orders (Fig. 4.10).

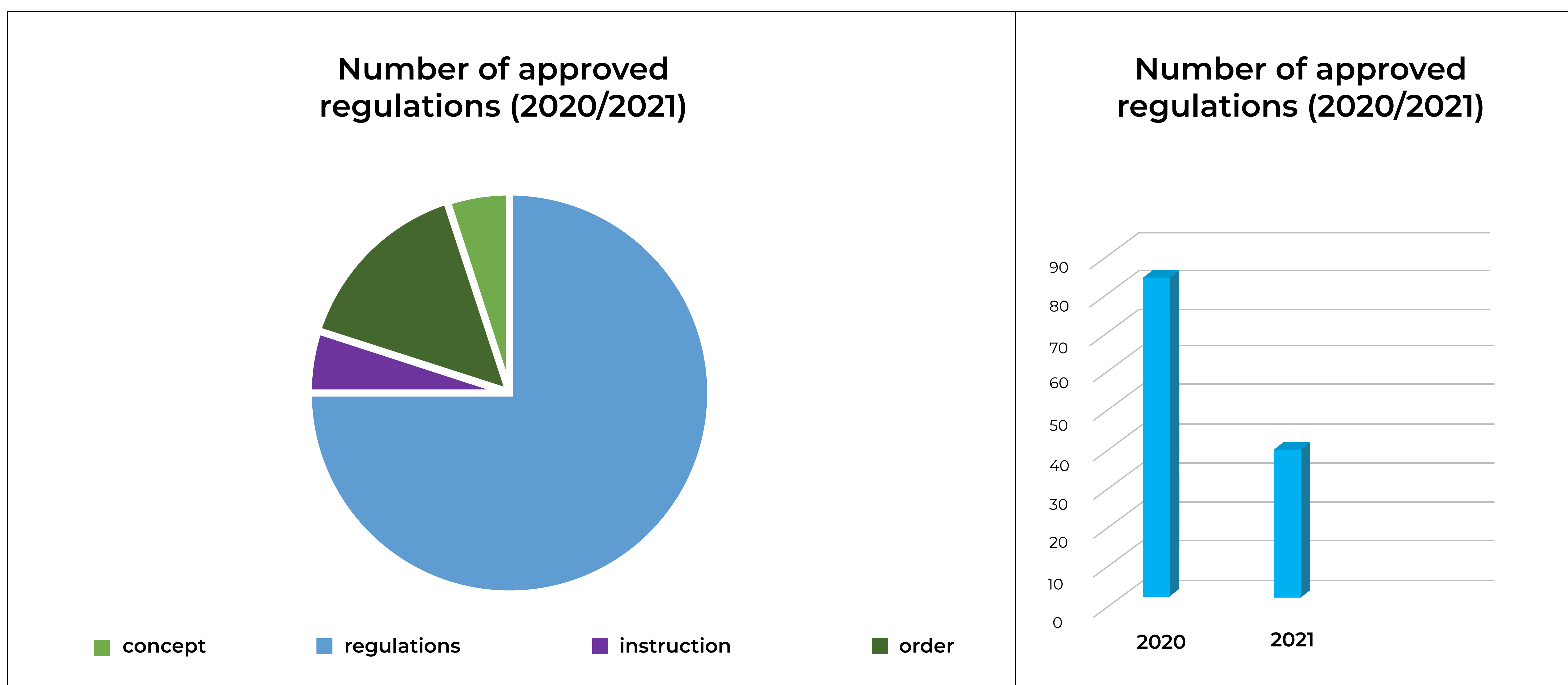


Fig. 4.10. Quantitative data on documents approved by the Academic Council in 2020 and 2021

In comparison with 2020, there is a decrease in approved regulations in the reporting period, which means statutory and regulatory proceedings of different areas of University operations. The argument for high indicators of approved regulations in 2020 is the fact of the University foundation a year before.

4.7. Accreditation

One of the main activities in the education quality assurance system is to undergo the accreditation procedure. In 2020, we promptly prepared and submitted the report on University's intention to accredit educational programs in the 2020- 2021 academic year to the National Agency for Higher Education Quality Assurance. The University took necessary preliminary measures and introduced changes related to the accreditation procedure to meet regulatory requirements.

In the 2021-2022 academic year, the University underwent three accreditations:

- second (Master) level of knowledge area: 07 Management and administration, specialty: 073 Management;
- second (Master) level of knowledge area: 22 Public health, specialty: 222 Medicine (Ukrainian and foreign);
- first (Bachelor) level of knowledge area: 07 Management and administration, specialty: 073 Management.

The expert specialized committee has concluded that 073 Management specialty of the second (Master) level is accredited for 5 years, 222 Medicine (Ukrainian) of the second (Master) level is accredited conditionally. Conclusions about 222 Medicine of the second (Master) level and 073 Management of the first (Bachelor) level are expected.

Priority tasks to ensure the education quality in the 2021-2022 academic year:

1. To enhance the performance of organizational, methodological, and information support of the internal quality assurance system in terms of procedures for

the periodical review and updating of educational programs of all levels.

2. To ensure transparency in feedback among all entities of the educational process.
3. To work consistently with employers at structural units and at the university-wide level according to the specified tasks.
4. To integrate a software package (directorate + university) at all structural units for prompt and efficient decision-making about the quality of educational process organization.
5. To carry out activities aimed at enhancing the quality of educational services.
6. To work consistently with employers according to the specified tasks.

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

5.1. Innovations

In 2021, the University established the Innovation Technology Center as part of the Erasmus+ program with the assistance of the European Commission. A relevant objective of the Center is to provide students with digital entrepreneurial competencies and the ability to learn throughout life using equipment for integrating STEAM education into practical training. In 2021, participants in the University's educational process obtained access to secured services for the academic community.

5.2. Scientific achievements, scientometrics

Science is a crucial component of University operations, as its indicators (results of relevant research, implementation of scientific projects, research publications, citation index, etc.) substantially affect University's presence and position in international and all-Ukrainian ratings. Consolidated indicators of the latter define the role, place, and competitiveness of higher education institutions in the local and global educational space make a true picture of their research achievements and status in general (Fig. 5.1).

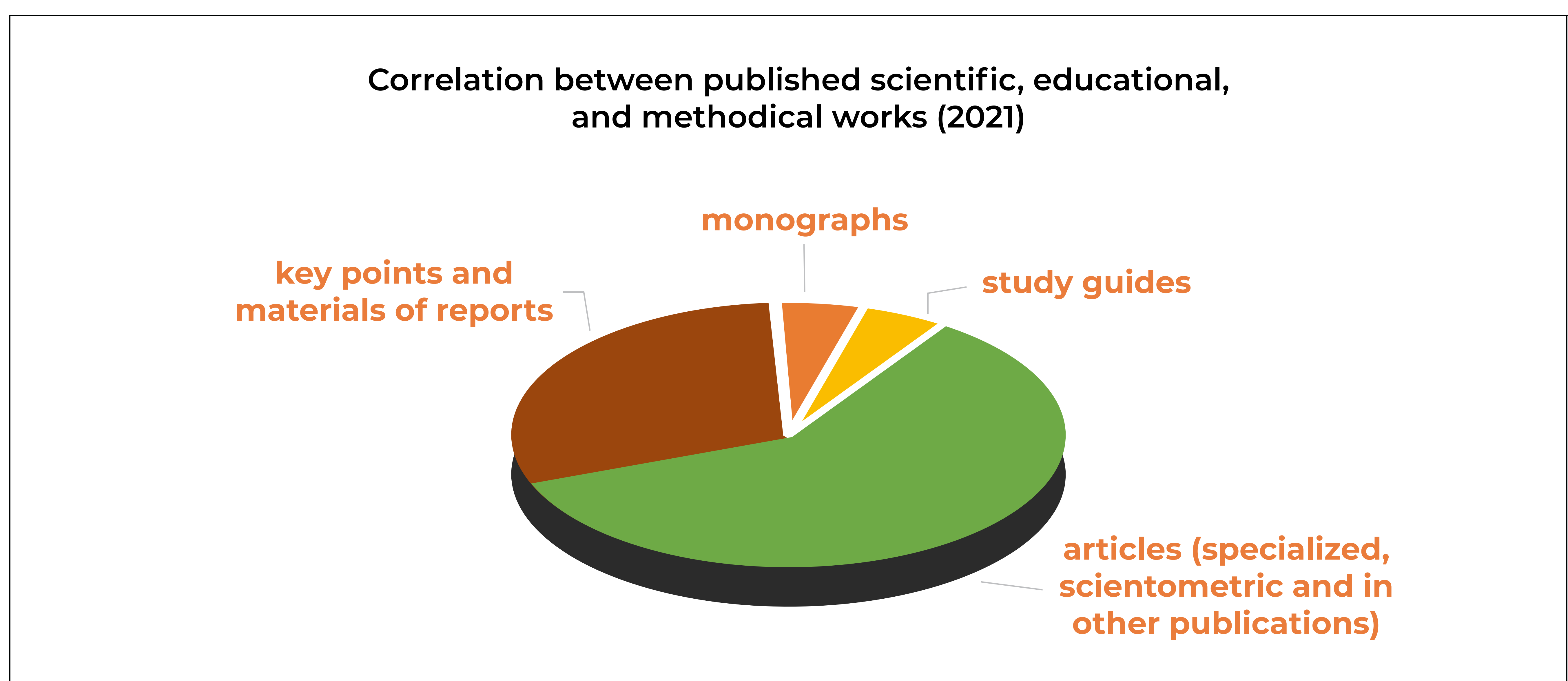


Fig. 5.1. Correlation between varieties of published scientific, educational, and methodical works (2021)

To perform priority development tasks, we upgraded the University’s e- learning system, which positively affected the distance learning organization in the context of quarantine. The e-learning system is structured according to professional, scientific, and study programs, allowing us to analyze the level of academic courses and activities of students and lecturers. In 2021, we can see the increase in published scientific, educational, and methodical works, particularly, their quantitative ratio is as follows: 20 monographs, 27 study guides, 142 articles (specialized, scientometric, and in other publications), 93 key points, and materials of reports (Fig. 5.1; Fig. 5.2).

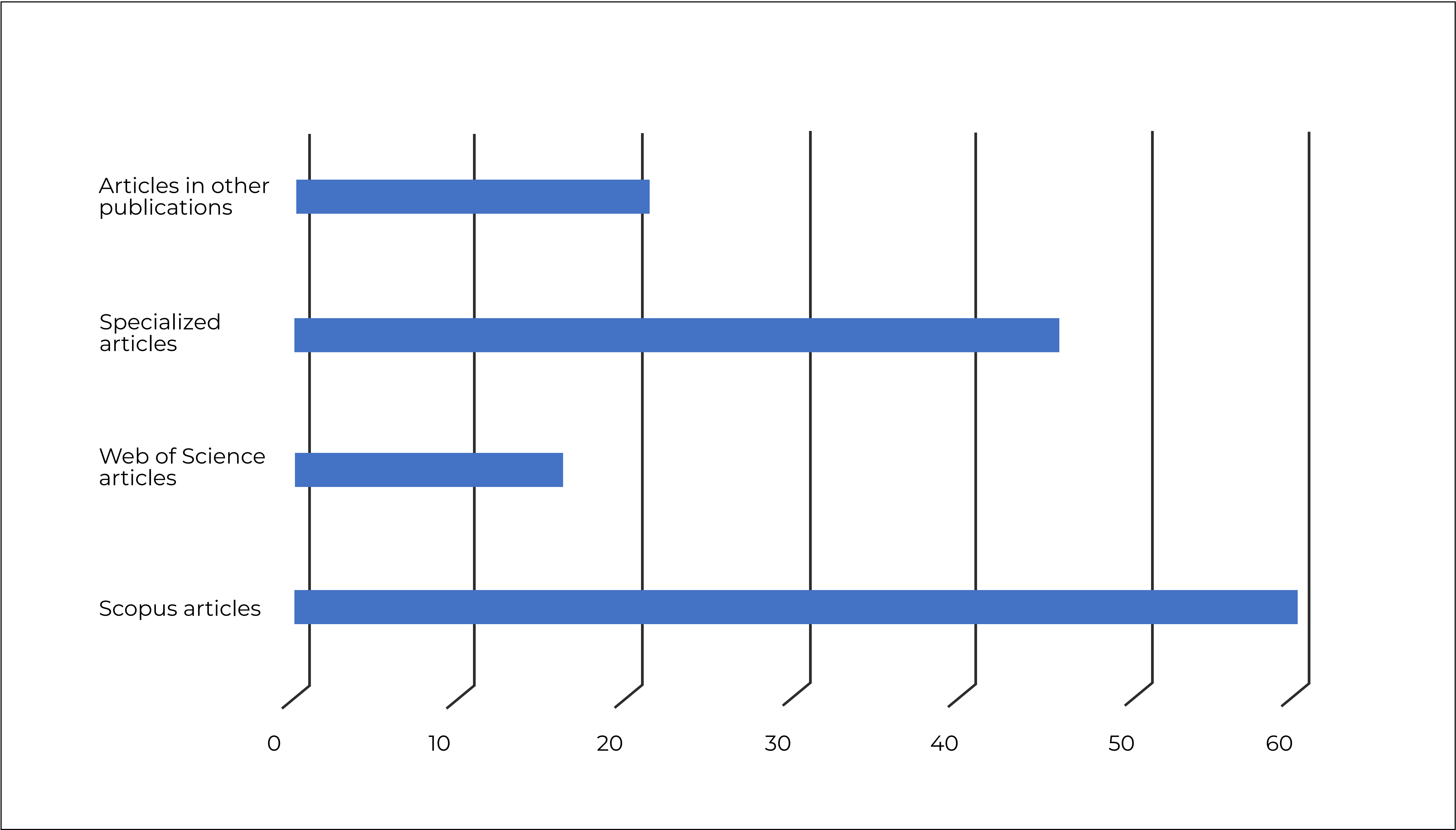


Fig. 5.2. Quantitative data on published articles in specialized, scientometric, and other publications in 2021

In 2021, we can observe positive dynamics of publishing activities caused by the increase in published monographs, specialized, and scientometric articles. In general, positive indicators of publishing activities stopped the negative trend of the year before last (Fig. 5.2). Articles published in Scopus and Web of Science databases also showed positive dynamics (Fig. 5.2). This growth is achieved by the improvement of approaches to motivation in 2021 (in particular, accomplishment of the Regulations on encouraging rewards at IEU), as well as from University personnel’s understanding of the importance to present their scientific achievements at national and international levels (Fig. 5.3).

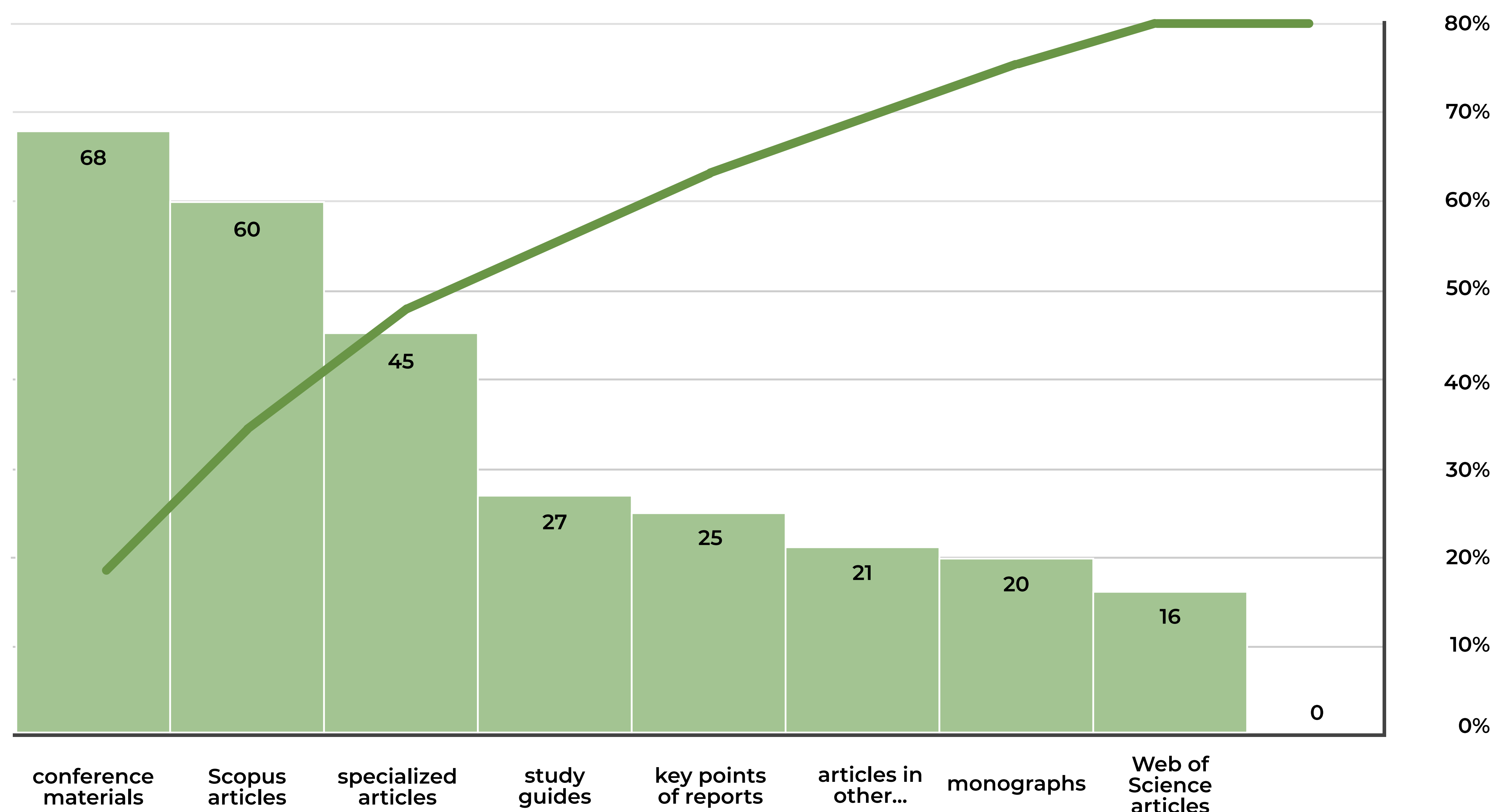


Fig. 5.3. Percentage ratio of published scientific, educational, and methodical works in 2021

To activate and improve the quality and performance of scientific achievements within the reporting year at the general university level, we took a range of measures (in particular, planning, monitoring, and reporting) aimed at highlighting the results of scientific achievements. Such an area of University operations became systematic.

According to the Corporate Standard of University's scientific activities, each doctor or PhD should annually publish at least one article in publications indexed in Scopus or Web of Science databases. The University covers expenses related to the publication of these materials.

One more significant area of University operations is expanding cooperation with foreign partners, which increases the level of scientific achievements and education quality. Due to Covid-19 challenges faced by higher education institutions worldwide, scientific discussions and events were held online. Thus, the University took an active part in international conferences, seminars, and projects dedicated to relevant issues of science and education.

Key indicators of international cooperation include not only the signing of agreements but also actual implementation of academic mobility, joint scientific achievements, international projects, double degree programs, etc.

5.3. Training of highly qualified specialists

Postgraduate, doctoral activities, and specialized academic councils of the University are crucial components of training scientific and academic highly qualified personnel. The increase in the number of scientific schools and implementation of the above-mentioned tasks are strategic visions of the University.

5.4. Students’ scientific activities and scientific periodical

The combination of the educational process and science at the University implies the involvement of students in research activities. Therefore, we pay great attention to their participation in scientific projects (Table 5.1).

Nº	Title of scientific project	Number of students involved
RESEARCH WORK AT THE STATE REGISTRATION		
1	Development of scientifically grounded approaches to treatment of patients with diabetes mellitus (state registration number: 0120U104082)	1
INTERNATIONAL AND ALL-UKRAINIAN SCIENTIFIC CONFERENCES		
2	Economics, management and business administration in the system of cross-border cooperation	19
3	Theoretical and practical aspects of social and economic scientific research	31
4	Sustainable transport system and maritime logistics	32
5	Innovations in medicine	49
6	25th anniversary of the Constitution of Ukraine: national traditions and European standards of constitutionalism	11
7	Family Derm Case: practical experience by leading specialists	8
8	Education, mentoring and training: national and international experience	22
9	Health resort treatment and rehabilitation: modern development trends	20
10	Psychological and Educational Support of Children in Preschool: 23 Inter-relation Between Theory and Practice	23
11	Economy of digital society: contemporary problems and development 33 prospects	33
12	Development of economics and business administration: scientific 7 trends and solutions	7
13	Digitalization of science as a current challenge	8
14	Marketing education in Ukraine	2
15	Science, innovations and education: problems and prospects (Tokyo, Japan)	1
16	European Scientific discussions (Rome, Italy)	1
17	Innovation in Medicine 2021 of International European University	1
18	Metabolic disorders of the Ukrainian population: impact of ecological and stress factors	1
NATIONAL CONGRESS		
19	8th National Congress of Pathophysiologists of Ukraine ‘Pathological physiology - health care of Ukraine’	4

During the calendar year, scientific projects involved 274 students (Table 5.1). To structure chosen scientific projects involving students, there are conditionally differentiated into 3 groups: research work at the state registration number (1 person), international and all-Ukrainian scientific conferences (269 persons), national congress (4 persons) (Table 5.1).

To promote scientific activities at the University, we adopted an encouraging cashback system in MEU_MONEY currency that can be collected by students for achievements in research, educational and public activities (rector's order No. 135/2- OD dd. September 1, 2021)

In 2021, we founded a periodical electronic scientific journal titled Scientific and student discourse. Publications are made by the concerned target audience of the University and other higher education institutions. The first issue of the journal is published on the university website.

Within 2021, we successfully filled and published a specialized scientific and production journal titled Economics, management and business administration (category B, certificate of state registration KV No. 24531-14471-P).

As of today, we have some elaborations regarding the viability of expanding the list of University's scientific periodical publications: one is forming editorial boards of these publications, setting tasks for designing websites, and following the requirements of the Ministry of Education and Science of Ukraine for including the most competent scientists in potential editorial boards.

5.5. Academic integrity

Academic integrity is an integral component of the University's corporate culture. Realizing the need to implement academic integrity principles, the University signed an agreement with Unicheck Ukraine in 2021. It allows finding similarities not only in publicly available sources but also in thesis databases. In the reporting period, great attention was paid to the promotion of academic integrity principles among all participants in the educational process.

The survey results allowed us to take a more reasoned approach to the planning and holding of various activities aimed at promoting academic integrity standards in educational and scientific University operations in 2022. During the reporting period, we carried out a range of events dedicated to deepening academic integrity traditions:

- specialized events for students (for example, Academic Integrity Day, Academic integrity seminar – 46 participants; Improvement of e-learning quality training session – 34 participants, etc.);
- public discussions of certain regulatory legal acts of the University with students (Code of academic integrity of academic, scientific, teaching staff and students of International European University, Regulations on checking academic and scientific texts for plagiarism of International European University, Regulations on preventing and detecting plagiarism in scientific and academic texts of International European University);
- informative supervisor's hours, etc.

Priority tasks of scientific activities in 2022:

- to enhance the level of research culture and academic integrity of students,

scientific and academic staff; to promote and keep academic integrity standards in educational and scientific University operations;

- to increase the share of scientific and academic personnel to meet the standard of University's scientific activities;
- to improve the quality of scientific research conducted at the University as part of scientific topics by publishing activity and indices in publications included in scientometric databases (Scopus, WoS), publications in rating journals, by preparing articles co-authored with foreign scientists, and implementing joint scientific projects;
- to widely integrate learning technologies based on research and involve students in scientific activities;
- to adopt and keep academic integrity standards in educational and scientific activities; to promote scientific ethics and academic integrity.

SECTION VI. INTERNATIONALIZATION AND ITS FEATURES AMID THE PAN-DEMIC

6.1. Establishment, maintaining, and developing of partner relations with international institutions in Ukraine and abroad

One of the priority activity areas of the University is its international cooperation. The University is extensively developing the internationalization of higher education, which is proven by corresponding quantitative indicators (Fig. 6.1; Table 6.1). Its international activities are aimed at finding and creating new academic possibilities for the scientific and professional growth of lecturers and students.

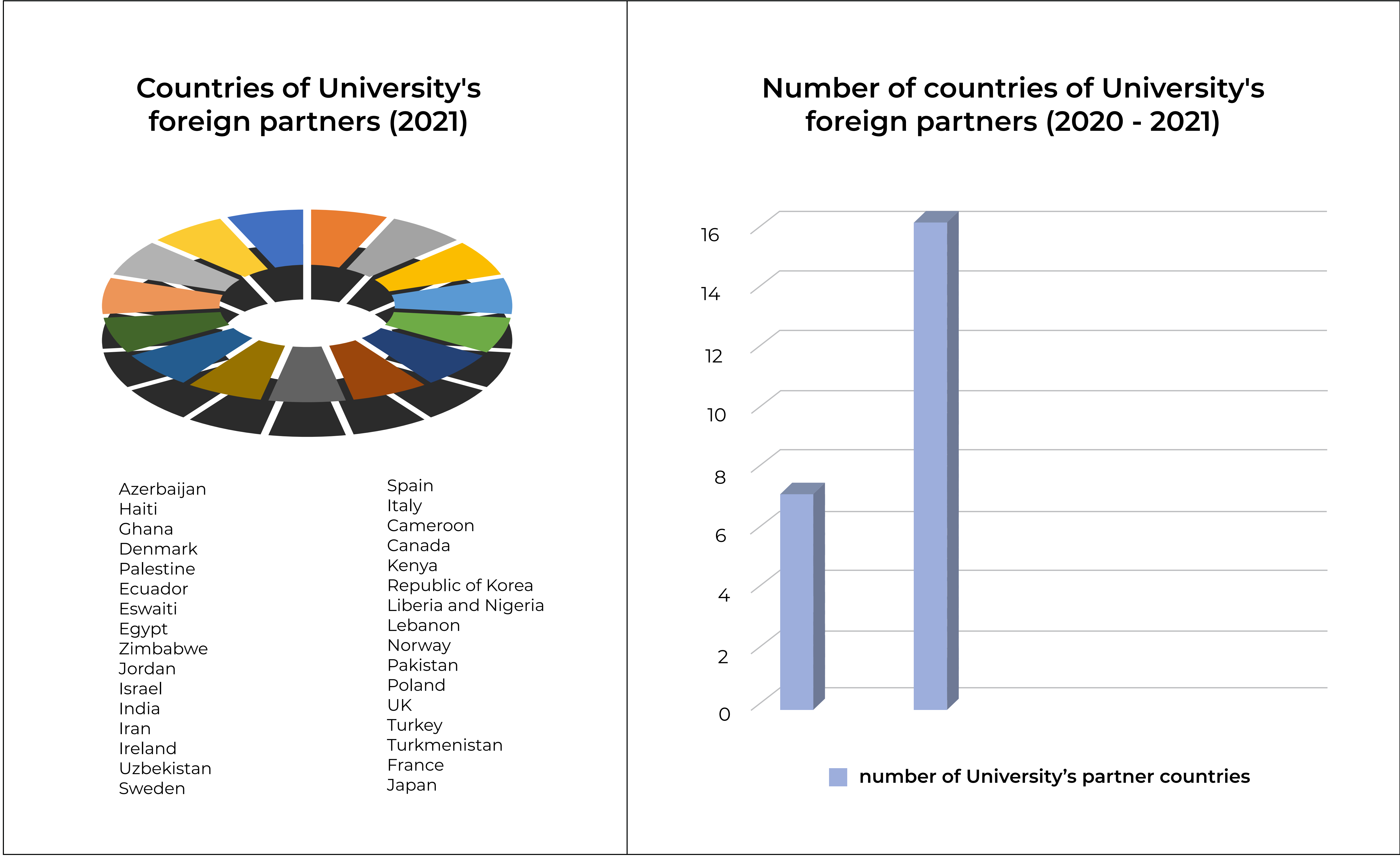


Fig. 6.1. Dynamics of an increase in the number of University's foreign partners (2020- 2021)

An important area of university operations is the expansion of multi-university cooperation with foreign partners, enhancing the level of scientific achievements and education quality. Due to pandemic challenges, scientific discussions are held online, resulting in the increasing number of international partner contacts and initiative participation in the implementation of a wide range of joint scientific projects. University's international activities are aimed at finding and creating new academic possibilities for the scientific and professional growth of lecturers and students.

In the reporting period, we paid great attention to multi-university cooperation with foreign partners, which will increase the level of scientific achievements and education quality (particularly 17 agreements signed in 2021 compared to 7 agreements signed in 2020) (Fig. 6.1; Table 6.1).

Number of signed agreements with international partners

2020		2021			
1	Petre Shotadze Tbilisi Medical Academy	1	Lithuanian University of Health Sciences	8	David Game College
2	Kh. Dosmukhamedov Atyrau State University	2	Global University of Science & Technology	9	Polish Society of Disaster Medicine
3	Kujawy and Pomorze University in Bydgoszcz	3	University of Medicine, Tirana	10	Maria - Sklodowska Curie Medical Academy
4	University of Rijeka	4	Azlette University Paris	11	Universita Politecnica delle Marche Home
5	Caucasus International University	5	St. Mary’s School of Clinical Medicine	12	Collegium Humanum Warsaw Management University
6	Swiss Montreux Business School	6	Karpaga Vinayaga College of Engineering and Technology	13	MingDao University
				14	Palestine Technical University - Kadoorie
				15	Charisma university (CHIA)
7	Samarkand State Medical Institute	7	Sulaimani Polytechnic University	16	California state polytechnic university, Pomona (CHIA)

As of January 2020, 23 normative documents regulating the relations with partners from other countries have been signed (contracts and agreements on international cooperation; memoranda, protocols of intent; letters of understanding with 16 countries (Fig.6.1). During the reporting year, we managed to duplicate the number of the University’s foreign partners – from 7 to 16 (Fig. 6.1; Table 6.1). The list of University’s foreign partner higher education institutions includes Global University of Science & Technology, University of Medicine, Azlette University Paris, St. Mary’s School of Clinical Medicine, Karpaga Vinayaga College of Engineering and Technology, Sulaimani Polytechnic University, David Game College, Maria - Sklodowska Curie Medical Academy, Universita Politecnica delle Marche Home, “Collegium Humanum” of the Warsaw University of Management, MingDao University, Palestine Technical University – Kadoorie, Charisma university (CHIA), California state polytechnic university (Table 6.1).

The key indicator of international cooperation is not only the signing of agreements but also effective collaboration, in particular, holding of guest lectures, implementation of academic mobility, joint scientific achievements, international projects, double degree programs, etc.

We cooperate with embassies of foreign countries in Ukraine and international organizations. 70% of this work was conducted online.

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. It is worth mentioning a recent project of Johns Hopkins University

(USA) dedicated to epidemiological challenges of the 21st century. Representatives of our University managed to take part in it. A promising area of the University’s international activities is a 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

In 2021, University employees submitted 3 applications for receiving grants on the implementation of collaborative international projects, which shows the positive dynamics of writing team projects. In order to stimulate grant activity, intensive training in project management was organized at the University during the year, which was attended by about 40 University staff members who then made project groups and jointly developed application forms for long-term participation in the Erasmus + project. The University specified **the following priority tasks of international activities in 2021:**

- 1. 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.
- 2. To monitor the state policy of international education in order to develop an institutional strategy for higher education internalization.
- 3.To develop internationalization of teaching and learning by filling educational programs with international content, involving foreign lecturers, creating possibilities for global learning.
- 4. To enhance the involvement of the University’s lecturers and students in international projects by increasing their capabilities for obtaining grants on research activities and academic mobility.
- 5. 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.
- 6.To carry out international research of cutting-edge global trends (internalization of universities, academic culture and reputational management of the University, methods of international university ranking, development of intercultural programs, etc.).

A decrease in academic mobility indicators in 2021 proved pandemic challenges disabling physical border crossing for specified purposes (particularly, participation in international internships).

Table 6.2 **Dynamics of staff academic mobility**

Project	Number of academic and scientific staff involved in 2020	Number of academic and scientific staff involved in 2021	Indicator of dynamics
International conferences	46	58	+26.8
International internships	11	9	-18.2

Concurrently, the University is in constant search of 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.

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

7.1. IT infrastructure development at the University

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.

In 2021, as mentioned above, we developed the integral Concept of IEU Digitalization, Regulations on the Digital Technology Center. The Center is aimed at building the University Digital Campus using organizational, scientific, methodical, and technical activities.

To ensure Internet smooth operation in 2021, the University was connected to the reserve provider, which allows obtaining access to University e-resources in case of emergency situations of the backbone provider.

Currently, all University units are fitted with necessary electronic equipment. All classrooms and laboratories are equipped with multimedia and computer facilities by 100% (the Ministry of Education and Health of Ukraine requires 30%).

Currently, we are developing and integrating the University digitalization program. If additional equipment is required, this issue is solved as soon as possible.

Within a year, we multiplied the number of existing technical means by purchasing extra 22 laptops and 10 sets of web cameras, ensuring comprehensive University operations amid the pandemic. In general, to organize the educational process, we bought 28 PCs and other cutting-edge multimedia equipment.

Considering the IT infrastructure as a set of software resources and means of a particular organization, the key development priorities in 2022 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 optimize financial expenses for applied software for the University (in particular, to allocate money not only on purchasing off-the-shelf software products and their expensive maintenance but on training our own software developers);
- to develop material and technical facilities for designing the IEU cybersecurity system.

In general, the above-mentioned measures are focused on functioning and maintenance of the existing University IT infrastructure by:

1. Designing a comprehensive network in building No. 2.

2. Replacing network active equipment in building No. 1 in order to enhance the coverage and capacity of Wi-Fi 5GHz.
3. Equipping SMART classrooms for IEU units in building No. 2.
4. Adjusting systems for ensuring the functioning of the IEU Data Center in building No. 2.
5. Fitting conference halls in buildings No. 1 and No. 2 with video conference equipment.

7.2. Management of library development in 2021

Within the reporting period, scientific library development was regulated by priorities of the University Development Strategy. As of January 1, 2022, we can see the following summary indicators of occupancy: scientific library fund – 26,100 units, repository – 360 documents, online library – 675 documents. We actively worked on the development of electronic resources as part of the Concept of University Digitalization. Thus, the electronic repository increased by 350 documents in the reporting year. The key priority is to supplement the book fund with appropriate literature in order to ensure the educational process of the preparatory department for foreigners. The number of new books increased by 13,780 units. The comparative analysis of the number of new books in the University library in 2020 and 2021 is illustrated in Table 7.1.

Number of books in the scientific library of University’s academic building No. 1 (2020-2021)

Table 7.1

	2020		2021	
	titles	copies	titles	copies
New books	324	4026	750	6890
INCLUDING:				
monographs	20	50	56	97
textbooks	72	640	120	740
study guides	220	3207	543	5388
periodical publications	12	129	31	665

In 2021, the university library signed cooperation agreements with V. I. Vernadsky National Library of Ukraine, the scientific library of Taras Shevchenko National University, and the National Medical Library, obtaining access to their resources.

To ensure sustainable development of the University library, the following tasks are relevant in 2022:

- 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 develop the grant rating and international cooperation;
- to ensure academic integrity and assist in the University’s scientific activities;

- library digitalization;
- to keep reconstructing the reading room in building No. 2 at the address: 1B Mahnitohorska str.

7.3. Management of publishing activities

In the reporting period, we could see the progress in the development of University's scientific publications (in particular, one published 4 issues of the specialized scientific and production journal titled Economics, management, and business administration) and publishing activities in general.

In 2022, we should enhance the quality of printed products, as well as upgrade and purchase high-capacity fast-speed printing and post-printing equipment in order to provide all structural units with printed products.

7.4. Management of infrastructure finance, functioning, and development

Management of finance, infrastructure functioning, and development, fulfillment 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 achievements, daily routine, and leisure of staff and students.

As to University financing in 2022-2023:

we are going to raise funds due to the newly established and reformed structural units of the University. We are going to provide new paid services (language courses, advanced training courses, as well as other certified programs) allowing the University to gain additional funds. Besides, we are reviewing the wage scale, taking into account undergoing accreditation procedures, tuition fees at the University for the 2022-2023 academic year.

Other priorities in 2022 include energy-saving, adoption of energy-saving technologies, advancement of energy-saving technical means in University buildings. To save energy and material resources, we held a working meeting with a representative of the ProZorro Public Procurement system on conducting administrative and economic activities at the University as electronic purchases.

7.5. Managerial, organizational, administrative, and economic activities

In 2021, following corporate culture traditions, University's management activities were carried out and coordinated by the Acting Rector and Vice-rectors according to their powers and obligations. The results of this work are introduced in this report. We defined tasks of each activity area of the University until 2022.

Given the above mentioned, University has the following primary tasks and priorities in 2022:

- 1) focus on certain areas of activity to ensure the competitiveness of the University in the domestic and foreign markets for educational services;
- 2) preservation, development, and improvement of the material and technical base of the University in terms of its component structure.
- 3) reasoned diversification of educational services;
- 4) comprehensive growth of all corporate culture components at the level of all structural units;
- 5) advancement and adoption of corporate quality standards of education, research, learning conditions, labor, and safety;
- 6) 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 the internalization of the educational process.

According to the specified tasks and priorities, we expect that students will become not only high-end professionals but also bearers of national and general human values by citizens of their country and world-wide.

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 the University functioning. The University's corporate culture should ensure its establishment as a well-organized constantly developing institution.

The University's corporate culture is aimed at ensuring a high level of self-organization, encouraging qualitative transformations of the educational process, deepened 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. The gradual implementation of the specified tasks is stipulated by a set of organizational activities regulated by the current statutory framework of the University. The General department is responsible for organizational functions regarding the standardization of official information documenting processes and internal document operation management. Within the reporting period, the department worked on the improvement of management information recording procedures and document management according to the current legislation. The main task of the general department is to establish a single documentation order.

The University has an extensive infrastructure: a medical room, café, assemble

hall, dormitories for 750 places, gyms, and sports grounds, practical and recreational bases. Administrative structural units keep the appropriate state of the University's social infrastructure. They 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.

7.6. Fire and labor safety

Similar to previous years, great attention is paid to compliance with the fire safety regulations. We:

- upgraded the lightning protection and grounding system; - installed the smoke exhaust system;
- thoroughly repaired the switch room;
- repaired internal electrical fire;
- carried out the technical checkup and measurement of equipment with voltage over 1000 W;
- accomplished instructions of the State Emergency Service of Ukraine.

In 2021, we conducted the following operations: modernization of the fire alarm automated system, installation of the fire alarm automated system in the

training building at the address: 1B Mahnitohorska str.

We provide workplaces of all structural units with safe working conditions (according to the current regulatory legal acts) and ensure the observance of rights of employees in the labor protection sector, which is one of the key tasks of University development.

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. A similar briefing is conducted during the accommodation of students in dormitories. Within 2021, we carried out training and checkup of fire and labor safety knowledge among University employees. We had no cases of injuries, accidents, fires, or emergencies in the reporting period.

SECTION VIII. MANAGERIAL AND ORGANIZATIONAL ACTIVITIES AT THE UNIVERSITY: FUNCTIONING AND DEVELOPMENT AS- SURANCE

8.1. Activities of the University Academic Council

Activities of the University Academic Council are regulated by Article 36 of the Law of Ukraine “On Higher Education”, the University Statute, and corresponding Regulations.

In 2021, we held 12 meetings of the Academic Council, making 63 decisions. Within a year, at Academic Council meetings, we discussed and approved 44 statutory documents: 1 concept; 36 regulations; 1 instruction; 6 orders (Fig. 4.10). Crucial decisions made by the Academic Council during the reporting period: - organization of accreditation of educational and professional, educational and scientific programs in the 2021-2022 academic year; - approval of the procedure for ensuring the internal quality of higher education and educational activities; - the accomplishment of the University Development Strategy for 2021-2031 and University development prospects; - University’s state and participation in international and national grant programs. Activities aimed at further development and advancement of work with foreign students; - approval of the new University Structure; - the adoption of the Concept of University Digitalization and establishment of the Digital Campus; - awarding of certificates of honorary professor (Viktor Yushchenko, Rostyslav Valikhnovskyi) and honorary doctor (Lukasz Szarpak).

8.2. Activities of the University administration

The University administration is a permanent working body established according to Article 38 of the Law of Ukraine “On Higher Education” and the University Statute.

During 2021, we held 44 University administration meetings, considering 198 issues and making 44 decisions aimed at improving the quality of the educational quality, the current state of scientific, academic, international, financial, economic, and staff activities.

The University administration follows the principles of transparency, democracy, collectivity, and legitimacy.

8.3. Document flow management at the University

All statutory documents according to sections are published on the University official portal and in the Register of primary statutory framework to ensure the transparency and publicity of University operations.

Choosing a necessary section, users can search for a required document by its title, number, and date of validity. The Register of statutory documents functions according to the approved structure and consists of defined sections.

One of the 2022's priorities of management and organizational work is to implement the first stage of activities aimed at establishing the Digital Campus within several years, as well as expand the database of University registers and develop a visualization system.

The above mentioned implies the implementation of the following tasks: - the adoption of the document flow electronic system;

- preparation for digitalization of orders on primary activities, etc.

8.4. Contracts and claims work

In 2021, the University concluded over 300 agreements, including:

- commercial ones – 95;
- on the provision of educational services – over 150;
- on cooperation with foreign partners – over 20, etc.

To organize the proper control over the fulfillment of obligations and protection of University interests, we arranged contracts and claims work. In March, the University appealed to the District Administrative Court of Kyiv, asking to declare actions of the Ministry of Education and Science of Ukraine concerning the carrying out of the planned inspection between February 22, 2021, and February 26, 2021, illegal and to declare unlawfully and reverse the order of the Ministry of Education and Science of Ukraine No. 25-I dated March 4, 2021, "On the results of the planned inspection of Private Higher Education Institution "International European University".

As a result, the first-instance court considered all facts provided by the University and completely sustained the administrative claim.

8.5. Anti-corruption activities

Within 2021, the University carried out systemic anti-corruption activities aimed at preventing unlawful cases. 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 minimize corruption risks within 2021, an authorized person and a student 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 offenses, as well as 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 2021, we carried out the following activities:

1) questioning of students and employees;

2) monitoring of channels for reporting on corruption cases by appealing, etc. Besides, in 2021, we did not receive any appeals concerning corruption cases by legal and physical entities. In 2022, we should keep working on corruption prevention and organizing legal work aimed at proper usage, strict compliance, and prevention of non-fulfillment of legislative requirements and other statutory acts while concluding and executing commercial agreements.

To sum it up, I would like to mention that organizational and management activities in the reporting period were primarily focused on the achievement of the University's mission and vision: further enhancement of the quality of educational services, development of the scientific potential and international projects, assurance of sustainable material, technical and financial facilities, increase in human resources, development of student government, provision of social guarantees of all team members and students.

All staff activities were aimed at serving society by ensuring high-quality training of competent specialists, generating and promoting new knowledge, establishing intelligent, social, and mental capital of society ready to meet future challenges.

Due to joint efforts of the whole team, the University is becoming one of the well-known centers of education, science, and culture, which is positioned as a new-breed higher education institution aimed at:

a) serving to society by establishing human capital and providing high-quality educational services;

b) generating contemporary knowledge;

c) creating conditions for developing a well-educated, nationally conscious, creative, responsible, and active personality;

d) meeting the demand of society for training competent professionals.

The past year provided us with new experience, teamed up in the way of implementing ambitious plans, and allowed us not only to survive but also to create all conditions for further development of our educational institution.

Dear colleagues and friends!

I express my deepest gratitude for your work. I am proud of you.
Wish you success and new achievements!

Thank you for your time!

I invite our staff members to discuss the report.

**I count on your constructive suggestions, your suggestions and remarks,
I hope they will help to improve the work of our University.**