



INTERNATIONAL ACADEMY  
OF ECOLOGY AND MEDICINE

**IAEM**  
INTERNATIONAL ACADEMY OF  
ECOLOGY AND MEDICINE



# DEVELOPMENT STRATEGY

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## EDUCATIONAL INNOVATIONS AND IMPROVEMENT OF STUDY PROGRAMS

### Adaptation of Study Programs to International Standards

Analysis and updating of curricula in compliance with the requirements of international organizations such as WFME and U.S. medical standards, particularly for preparing students to pass the USMLE.

Implementation of dual-degree programs through partnerships with foreign universities, enabling students to obtain internationally recognized qualifications.

Integration of best practices from international medical education with a focus on practical skills, interdisciplinary approaches, and the development of critical thinking.

#### **KPI:**

- Percentage of updated programs aligned with ESG, WFME, and other international standards: 80% of programs updated by 2026.
- Number of new dual-degree programs with foreign universities: at least 1 partnership by 2026.
- Share of courses that have undergone external accreditation or certification according to international standards: 100% of educational programs by 2027.

### Implementation of Advanced Technologies in the Learning Process

Expansion of opportunities for using simulation technologies: establishment of simulation labs and centers for practicing practical skills in realistic conditions, including mannequins, VR (virtual reality), and AR (augmented reality) to simulate clinical scenarios.

Utilization of telemedicine platforms to prepare future medical professionals for providing remote care, which is increasingly in demand due to global mobility and changing healthcare delivery methods.

Introduction of interactive learning platforms and online resources (e.g., Moodle) to ensure 24/7 access to materials, integration of video lectures, tests, assignments, and additional resources for self-study.

#### **KPI:**

- Share of courses using VR/AR, simulations, or telemedicine platforms: at least 50% by 2026.
- Number of students using interactive platforms and online resources for accessing study materials: 100% of students by 2025.
- Student satisfaction with access to educational technologies (based on surveys): at least 85% satisfied users.

### Continuous Improvement and Updating of Study Programs

Introduction of new specialized courses: IAEM plans to expand programs with new courses in nanomedicine, bioengineering, family medicine, pharmacy, nursing, as well as courses on mental health, emergency healthcare, and disaster management.

Regular review and updating of educational materials in collaboration with industry experts and partners to meet current trends. This includes conducting periodic course and curriculum reviews.

Evaluation of the quality of the educational process through feedback from students and faculty, as well as external reviews, to ensure timely adjustments and program improvements.

**KPI:**

- Frequency of updating educational materials and programs: at least once a year for core courses.
- Number of new specialized courses added to programs (e.g., nanomedicine, bioengineering): at least 5 new courses by 2026.
- Increase in the number of international experts involved in reviewing and improving programs: engagement of 3-5 experts annually.

**Development of Professional Skills and Competencies Relevant to the Labor Market**

Integration of "soft skills" development programs, such as communication, ethics, teamwork, and leadership, which are essential for medical and ecological professionals.

Practical training in real-world conditions: providing students with opportunities to undertake internships at partner clinics, laboratories, and organizations in Ukraine and abroad. Implementation of internship programs with partial workplace training to ensure direct interaction with professionals.

Support for preparation for international examinations (e.g., USMLE for medical specialties), offering additional courses focusing on clinical practice and diagnostic skills.

**KPI:**

- Share of students who have completed international internships or practical training in real-world conditions: 50% of students.
- Number of programs incorporating "soft skills" development: integration into 90% of programs by 2027.
- Share of students successfully passing international certification exams (e.g., USMLE): at least 85% of those preparing for the exam.

**Integration of an Interdisciplinary Approach**

Promotion of interdisciplinary learning that combines ecological, medical, and engineering sciences to create more comprehensive educational programs aligned with the real needs of the modern labor market.

Collaboration among departments and faculties to develop interdisciplinary projects, research topics, and joint practices, encouraging students to tackle complex problems.

Engagement of international and national experts to conduct lectures and workshops on interdisciplinary approaches, which are in high demand in the labor market.

**KPI:**

- Number of interdisciplinary projects and research topics developed with the participation of multiple departments: at least 5 new projects annually.
- Share of courses including interdisciplinary elements (e.g., ecology + medicine): 60% of courses by 2026.
- Number of invited international experts conducting interdisciplinary lectures and workshops: at least 5 per year.

### **Support for Independent Learning and Student Research Activities**

Creation of conditions for students' independent scientific work by providing access to research databases, supporting student scientific societies, and organizing research clubs.

Introduction of individual learning plans, allowing students to tailor the educational program to their professional goals and interests.

Encouraging participation in international scientific conferences, seminars, and competitions to develop research skills and gain international recognition.

#### **KPI:**

- Share of students participating in research or scientific clubs: 40% of students by 2025.
- Number of individual learning plans adapted to specific student needs: 20% of total students.
- Number of scientific conferences, seminars, and competitions involving students: at least 15 events annually.
- Number of student scientific publications (including co-authored ones): at least 20 publications per year.

#### **General KPIs for Monitoring Strategy Success:**

- Graduate employment rate within the first year after graduation: at least 85%.
- Student satisfaction rate with the quality of educational programs (based on surveys): no less than 90%.
- Annual increase in the number of new international students enrolled at IAEM: 10%.
- Growth in the number of scientific publications and patents: 15% annual growth.
- Share of courses meeting international standards and accredited by international organizations: at least 80% by 2027.

These KPIs will help monitor progress in implementing the strategy, enabling IAEM to achieve high educational standards, become an innovative center for learning and research, and strengthen its position as a leading educational institution in medicine and ecology.

## RESEARCH ACTIVITIES AND INNOVATION

The International Academy of Ecology and Medicine aspires to become a leading scientific and innovation center advancing cutting-edge research in medicine, ecology, and related disciplines. Modern research activities are a vital part of the Academy's development strategy, aimed at generating knowledge that has a tangible impact on health, environmental protection, and promoting sustainable societal development. This strategic direction focuses on fostering innovation, supporting scientific research, building modern infrastructure, and enhancing international scientific collaboration.

### Development of Research Programs in Priority Areas

Focus on global challenges, including research on the impact of climate change on health, development of methods for preventing environmentally-induced diseases, studying the interrelations between ecology and medicine, and research in the fields of pandemics and infectious diseases.

Launch of research projects in bioengineering, nanomedicine, environmental biotechnology, and personalized medicine with significant practical application potential.

Expansion of research themes to create opportunities for interdisciplinary studies integrating medical, ecological, and engineering sciences to develop innovative solutions to pressing issues.

#### KPI:

- Number of new research projects in medicine and ecology: at least 10 new projects by 2025.
- Share of interdisciplinary research projects: achieving 30% of all projects by 2026.
- Level of external funding for research projects: annual increase of 20%.

### Investment in Research Infrastructure Development

Equipping laboratories with modern equipment and technologies necessary for high-quality research in medicine and ecology. Acquisition of equipment for molecular-biological, genetic, biotechnological, and other types of studies.

Establishing a research center at IAEM to support research initiatives, provide infrastructural resources, and foster innovative projects for students and faculty.

Development of digital infrastructure for research, including the implementation of electronic systems for data analysis, result processing, and the use of artificial intelligence for big data analytics.

#### KPI:

- Number of new laboratories equipped with modern research equipment: increase by 50% by 2026.
- Satisfaction level of faculty and students with research infrastructure (based on surveys): at least 85% by 2025.
- Share of research laboratories equipped for molecular-biological and genetic studies: achieving 80% by 2026.

### Support for Student and Early-Career Research

Creation of scholarship programs and grants to support student and early-career research, encouraging young scientists to actively participate in scientific activities.

Organization of annual scientific competitions, conferences, and workshops for students and young researchers to present research results, exchange knowledge, and develop scientific potential.

Establishment of a Young Researchers' Center to assist young scientists in developing and implementing research projects, as well as providing access to laboratories, equipment, and scientific databases.

**KPI:**

- Number of scholarships and grants awarded to young researchers and students: at least 20 annually.
- Frequency of scientific competitions, conferences, and workshops for young researchers: at least 5 events per year.
- Share of students participating in scientific research: achieving 30% of the student body by 2026.

**Promotion of Innovation and Support for Scientific and Technological Entrepreneurship**

Creation of an innovation hub at IAEM to support startups in medicine, ecology, and biotechnology. The hub will provide consultations on business planning, attracting investments, and marketing innovations.

Launch of programs for research and innovation commercialization, helping faculty and students bring their ideas to market. This includes patent registration, developing industry partnerships, and supporting product market entry.

Facilitation of spin-off companies developing innovative products based on the Academy's research. IAEM will support these companies with mentoring, office and lab space, and assistance in attracting investors.

**KPI:**

- Number of innovative startups or spin-off companies created at IAEM: at least 2 companies annually.
- Share of innovative projects successfully commercialized: achieving 20% of all projects by 2027.
- Number of patents or copyrights registered for IAEM's scientific developments: at least 5 annually.

**Support for Publication Activity and Scientific Communication**

Encouraging faculty and students to publish in international peer-reviewed journals by providing financial support to cover publication costs.

Organization of seminars and workshops on scientific writing and publication, helping young scientists and students improve their skills in writing scientific articles and publications.

Increasing the number of scientific conferences, symposiums, and meetings organized under IAEM's auspices to exchange knowledge, disseminate research achievements, and engage the international scientific community in discussing key issues in medicine and ecology.

**KPI:**

- Number of scientific articles published by faculty and students in international peer-reviewed journals: annual growth of 15%.

- Number of seminars and workshops on scientific writing and publication: at least 3 events per year.
- Number of scientific conferences and symposiums organized by IAEM: at least 2 events annually.

### **Development of International Scientific Collaboration**

Establishing partnerships with international research institutions to conduct joint research projects, exchange knowledge, and collaborate in the field of innovations.

Creating conditions for faculty and student participation in international research programs, such as Horizon Europe, Erasmus+, and others, to attract grant funding for research.

Engaging foreign scientists in research activities at IAEM through invitations for internships, seminars, and short-term programs to promote international knowledge exchange.

#### **KPI:**

- Number of new international partnerships with research institutions: at least 5 agreements annually.
- Share of students and faculty participating in international research programs: achieving 25% by 2026.
- Level of external funding from international grants and programs (Horizon Europe, Erasmus+, etc.): annual increase of 20%.

### **General KPIs for Monitoring Strategy Success**

1. Share of students engaged in research activities: achieving 30% by 2026.
2. Total number of new patents and copyrights: at least 5 annually.
3. Level of international recognition of research activities (measured by the number of international publications, citations, and participation in international grants): annual growth of 15%.
4. Share of students and faculty participating in international exchanges and research programs: 25% by 2026.
5. Satisfaction level of students and faculty with research opportunities (based on surveys): at least 85% of satisfied respondents.
6. Growth rate of international scientific partnerships and projects: 10% annually.
7. Share of student startups supported by the innovation hub: at least 25% annually.

These KPIs will facilitate progress tracking in achieving IAEM's research and innovation objectives, stimulate innovation development, support publication activity, and equip the Academy with the resources necessary for scientific and international growth.

## INTERNATIONALIZATION AND INTERNATIONAL COOPERATION

The International Academy of Ecology and Medicine aspires to become an educational and research center open to students, faculty, and partners from around the world. Internationalization is one of the key elements of IAEM's development, allowing the integration of best practices, enhancing the quality of education, fostering cultural diversity, and increasing opportunities for students and faculty. This strategic goal focuses on expanding international cooperation, increasing the number of international students, integrating global standards into the educational process, and creating opportunities for professional growth in an international environment.

### **Expanding Cooperation with Higher Education and Research Institutions Worldwide**

Establishing new partnerships with international universities and research institutes to implement joint programs, dual degrees, research projects, and exchange programs. Goal: Establish at least 10 new international agreements by 2026.

Implementing exchange programs for faculty and researchers to enable IAEM staff to broaden their expertise and gain international experience. Annual goal: exchanges with 3-5 partner universities.

Organizing international conferences, seminars, and scientific meetings involving experts from around the world to foster knowledge exchange, enhance IAEM's global reputation, and strengthen scientific connections.

#### **KPI:**

- Number of new partnerships with international universities and research institutions: 10 by 2026.
- Number of faculty and researchers participating in exchange programs with international partners: 3-5 annually.
- Number of international conferences, seminars, and scientific meetings organized by IAEM: at least 2 per year.

### **Engaging International Experts in the Educational Process**

Inviting international lecturers and experts to deliver lectures, workshops, and seminars for IAEM students and faculty, providing access to modern methodologies and global trends in medicine and ecology.

Collaborating with international professors to develop new courses and programs that integrate innovative approaches and offer students a diverse educational experience.

Supporting joint research and publications with international partners to elevate IAEM faculty's research quality and expand professional networks.

#### **KPI:**

- Number of international lecturers and experts delivering lectures and seminars: at least 15 annually.
- Share of new courses developed in collaboration with international experts: 20% of total new courses by 2026.
- Number of joint scientific publications with international partners: at least 10 annually.

### **Increasing the Number of International Students and Supporting Their Integration**

Launching active recruitment campaigns in countries interested in education in medicine and ecology, such as India, China, Middle Eastern countries, Europe, and Africa. Annual goal: a 10% increase in international students.

Implementing programs to help international students adapt, including Ukrainian language courses, orientation seminars, cultural events, and support initiatives.

Providing international students with access to global platforms and resources, such as libraries with international publications, databases, and preparation platforms for international exams (e.g., USMLE for medical students).

#### **KPI:**

- Annual growth rate of international students: 10%.
- Share of international students successfully completing adaptation programs (language courses, cultural events, etc.): 95%.
- Satisfaction level of international students with the learning process and support services (based on surveys): at least 85%.

### **Preparing Students for International Exams and Certifications**

Introducing specialized courses and training to prepare students for international exams, such as USMLE, TOEFL, and IELTS, essential for medical professionals planning to work abroad.

Providing resources for international certification preparation, including access to online courses, databases, practical tasks, and test materials to help students excel in exams and enhance their global competitiveness.

Supporting students in exploring career opportunities abroad by establishing career centers and offering consultation services on career planning and international exams.

#### **KPI:**

- Share of students preparing for international exams (USMLE, TOEFL, IELTS, etc.): at least 30% by 2026.
- Number of students successfully passing international certification exams: at least 50% of those preparing annually.
- Share of graduates employed abroad: at least 20% by 2027.

### **Integrating International Standards into the Educational Process**

Revising curricula in accordance with international standards, such as AMEE and WFME (World Federation for Medical Education), to ensure the high quality of educational programs.

Introducing courses taught in English to provide students with education at an international level and facilitate their adaptation to global professional environments. Goal: Increase the share of English-taught courses to 50% by 2026.

Implementing courses on intercultural communication and global medicine to help students understand the nuances of working in international contexts and develop global awareness.

#### **KPI:**

- Share of curricula adapted to international standards: 80% by 2026.
- Share of English-taught courses: 50% by 2026.

- Number of new courses on intercultural communication and global medicine: at least 5 by 2025.

### **Supporting Students and Faculty in Professional Development Abroad**

Launching international internship programs for students and faculty to provide practical training abroad, enhance professional skills, and gain international experience. Goal: Enable 20% of students to participate in international internships by 2027.

Providing faculty with opportunities to attend international conferences, symposiums, and events to enhance their professional qualifications and gain international exposure.

Supporting participation in international programs and grants to enable students and faculty to engage in research projects and secure funding for their work.

#### **KPI:**

- Share of students participating in international internships: at least 20% by 2027.
- Share of faculty participating in international conferences, symposiums, or professional development programs: at least 30% annually.
- Number of international grants and research funding programs secured: at least 3 annually.

#### **General KPIs for Monitoring Strategy Success**

1. Graduate employment rate in international markets: 20% by 2027.
2. Share of international students in the total student body: 15% by 2026.
3. Annual growth in international publications by IAEM faculty and students: 10%.
4. Number of educational programs accredited or certified by international organizations: at least 60% by 2027.
5. Overall student satisfaction with the quality of international programs and opportunities (based on annual surveys): at least 90%.

These KPIs will help track progress toward achieving internationalization and international cooperation goals, enabling the assessment of progress in integrating global standards, attracting international experts and students, and enhancing international opportunities for IAEM faculty and students.

## STUDENT SUPPORT AND DEVELOPMENT OF THE ACADEMIC ENVIRONMENT

Supporting students and creating a conducive academic environment are top priorities for the International Academy of Ecology and Medicine. The goal is to foster conditions that promote successful academic and personal development, encourage active learning, provide support at all stages of education, and expand opportunities for self-development. This strategic goal includes career development initiatives, support for student governance, implementation of adaptation programs and scholarships, and the creation of a modern infrastructure environment.

### Support for Professional and Career Development

**Introduction of Mentorship Programs:** Faculty and invited professionals will assist students in developing individual development plans and career goals. These programs aim to build essential professional and academic skills for career advancement.

**Establishment of a Career Center:** The center will provide services such as internship placement, interview preparation, resume writing, and professional counseling. It will also organize career fairs and events for students.

**Regular Seminars and Soft Skills Training:** Workshops on leadership, communication, time management, and teamwork, critical for careers in medicine and ecology, will be offered.

#### KPI:

- Share of students participating in mentorship programs: 50% by 2026.
- Number of career events and fairs organized annually: at least 4.
- Student satisfaction with Career Center services (survey results): at least 85%.

### Support for Student Governance and Initiatives

**Strengthening Student Governance:** Supporting the student council in planning and implementing initiatives that impact the academic process and student life.

**Financial Support for Student Initiatives:** Funding for social and environmental projects, student conferences, and cultural events to encourage an active student life.

**Leadership Programs:** Introducing leadership programs for students who aspire to influence the academic environment, increase social responsibility, and address key issues within the academy.

#### KPI:

- Share of students involved in student governance: 30% by 2025.
- Number of student initiatives and projects receiving financial support: at least 10 annually.
- Share of students participating in leadership programs: 20% by 2026.

### Support for New Student Adaptation

**Orientation Programs for Freshmen and International Students:** Includes orientation seminars, study adaptation courses, integration events, and informational resources to ease the transition to the academic environment.

**Buddy Program:** Senior students will mentor new students, helping them navigate academic requirements, culture, and IAEM resources.

Ukrainian Language Courses for International Students: To integrate them into Ukraine's academic and cultural environment.

**KPI:**

- Share of new students participating in adaptation programs: 90% annually.
- Satisfaction level of new students with adaptation programs (survey results): at least 90%.
- Share of international students completing Ukrainian language courses: 100% by 2025.

**Expansion of Financial Support and Scholarship Programs**

Scholarship Programs for Talented Students: For those with high academic achievements or exceptional contributions to research and community activities.

Financial Aid for Low-Income Students: Ensuring equal access to education regardless of financial status.

Securing International Grants and Partner Programs: To provide financial support, especially for research and academic mobility programs.

**KPI:**

- Number of scholarships and grants awarded annually: 10% annual increase.
- Share of low-income students receiving financial aid: 20% by 2026.
- Number of new international grants and partner programs secured annually: at least 3.

**Improving Infrastructure for Learning and Recreation**

Creating Comfortable Learning Environments: Upgrading classrooms, libraries, computer labs, and research facilities to ensure modern, interactive spaces for education.

Expanding Access to Remote Learning Resources: Online libraries, databases, and learning materials to facilitate flexible and convenient education.

Development of Recreation and Social Spaces: Includes gyms, student clubs, and cafes for interaction, relaxation, and social skill development.

**KPI:**

- Share of updated classrooms, libraries, and laboratories: 75% by 2026.
- Student satisfaction with learning and recreational facilities (survey results): at least 85%.
- Number of new or renovated social spaces (recreation zones, student clubs, gyms): at least 3 by 2025.

**Promoting Academic Culture and Ethical Standards**

Implementation of an Academic Integrity Code: Defines principles of academic ethics, intellectual property respect, and honesty in academic processes.

Training on Academic Ethics: Workshops and seminars for students and faculty to foster a culture of integrity, respect, and honesty.

Establishment of an Academic Integrity Commission: To address ethical violations, provide recommendations, and raise awareness about the importance of academic integrity.

**KPI:**

- Frequency of training and seminars on academic integrity: at least 4 annually.
- Student awareness of academic integrity principles (survey results): at least 90%.

- Reduction in ethical violations and complaints to the Academic Integrity Commission: 20% annual decrease.

### **General KPIs for Strategy Monitoring:**

1. Graduate employment rate within the first year after graduation: at least 85%.
2. Share of students participating in professional development and career events: 50% by 2026.
3. Student satisfaction with the academic environment and support services (annual survey results): at least 90%.
4. Annual growth in the number of international students: 10%.
5. Number of students receiving scholarships and financial support: 15% annual increase.
6. Share of students involved in student governance activities: 30% by 2025.
7. Student satisfaction with learning and recreational facilities: at least 85%.
8. Awareness of academic integrity principles among students (survey results): at least 90%.
9. Frequency of implemented student initiatives and projects: at least 10 annually.
10. Share of updated and modernized educational and social spaces: 75% by 2026.

These KPIs will ensure the monitoring of progress in creating a supportive and inclusive academic environment, promoting academic culture, providing students with modern conditions for learning and recreation, and developing an individualized approach to each student's career and professional growth.

## **SOCIAL RESPONSIBILITY AND ENVIRONMENTAL AWARENESS**

The International Academy of Ecology and Medicine aims to nurture not only highly qualified professionals but also socially responsible citizens capable of making significant contributions to sustainable societal development and environmental preservation. This strategic goal focuses on fostering a culture of social responsibility, developing environmental education programs, implementing sustainable practices on campus, and engaging the academic community in socially significant projects.

### **Implementation of Sustainable Practices on Campus**

**Reducing the Academy's Carbon Footprint:** Minimize energy consumption, adopt energy-efficient technologies, and implement renewable energy sources. Plans include installing solar panels to supply part of the campus's energy needs.

**Waste Management Programs:** Introduce waste sorting, composting organic waste, and reducing plastic usage. Special containers for waste sorting will be installed on campus.

**Development of Green Infrastructure:** Enhance campus greenery by creating green zones for students and staff, promoting healthy recreation and environmental awareness.

#### **KPI:**

- Reduction of energy consumption on campus: achieve a 20% reduction by 2026.
- Share of waste sorted and recycled: 70% by 2026.
- Number of solar panels and other renewable energy sources installed: at least 3 by 2025.
- Number of green zones created or improved on campus: at least 5 by 2025.

### **Development of Environmental Education Programs for Students and Staff**

**Mandatory Courses and Seminars:** Introduce courses and seminars on environmental awareness and sustainable development for all students, regardless of specialization.

**Workshops for Faculty and Staff:** Cover topics such as sustainable development, resource efficiency, and environmental protection.

**Integration of Environmental Topics into Curricula:** Include courses on environmental medicine, biodiversity, conservation, sustainable development, and natural resource management.

#### **KPI:**

- Share of students completing mandatory courses on environmental awareness and sustainable development: 100% by 2025.
- Share of staff participating in environmental awareness workshops: at least 75% by 2025.
- Number of new environmental courses and teaching materials developed: at least 5 by 2026.

### **Active Engagement of the Academic Community in Social and Environmental Initiatives**

**Volunteer Environmental Activities:** Organize park clean-ups, tree planting, biodiversity conservation initiatives, and support for environmentally significant projects.

**Social Projects:** Engage students in projects such as community work, charity events, and support for vulnerable groups (e.g., children and the elderly).

Collaboration with NGOs: Partner with local environmental activists to provide students with practical experience in addressing environmental and social issues.

**KPI:**

- Number of environmental and social projects involving students and staff: at least 5 annually.
- Participation rate in IAEM's environmental programs: 80% by 2025.
- Number of organized environmental volunteer actions (e.g., tree planting, park clean-ups): at least 10 annually.

### **Support for Social Projects and Charity Initiatives**

Establishment of an IAEM Charity Fund: Collect funds for social projects and support local communities facing ecological or social challenges.

Regular Charity Events: Organize auctions, concerts, and sports events to raise funds for charitable causes.

Support for Local NGOs: Assist organizations working on healthcare, education, and social protection to improve living conditions in local communities.

**KPI:**

- Annual increase in charity fund contributions: 15%.
- Number of charity events organized annually: at least 3.
- Partnerships with local NGOs: at least 5 new partnerships by 2026.

### **Promoting Environmental Culture Among Students and Staff**

Raising Awareness: Conduct lectures, seminars, and informational campaigns on global and local environmental issues.

"Environmental Weeks": Organize events promoting eco-friendly practices, such as resource conservation, green transportation, and material reuse.

Adopting Green Behavior Standards: Encourage energy-saving, emission reduction, material reuse, and water conservation practices.

**KPI:**

- Number of activities during "Environmental Weeks": at least 2 per year.
- Satisfaction level with campus environmental initiatives (survey results): at least 90%.
- Number of informational campaigns and seminars on environmental awareness: at least 4 annually.

### **Supporting Research in Ecology and Social Welfare**

Ecological Research Projects: Explore climate change impacts, biodiversity, ecosystem services, environmental pollution, and resource conservation.

Social Issue Research Groups: Focus on vulnerable populations, environmental health impacts, and ecological education development.

Student Research Opportunities: Support student initiatives addressing social and ecological challenges.

**KPI:**

- Number of ecological and social responsibility research projects: at least 5 annually.
- Share of students involved in ecological and social research: 20% by 2026.

- Number of new research publications on environmental topics: at least 10 annually.

### **General KPIs for Monitoring Strategy Success:**

1. Satisfaction level with environmental and social initiatives (survey results): at least 90%.
2. Annual growth in ecological and social projects involving students and staff: 15%.
3. Reduction in carbon emissions and energy consumption: 20% reduction by 2026.
4. Number of new environmental courses and training programs: at least 5 by 2026.
5. Frequency of environmental weeks, campaigns, and thematic events: at least 6 annually.
6. Participation rate in charity events: 50% by 2025.
7. Annual growth in ecological and social research projects: 10%.

These KPIs will help track progress toward achieving social responsibility and environmental awareness goals, fostering an eco-conscious culture, and engaging in socially significant projects. Achieving these objectives will position IAEM as a model environmentally responsible educational institution, contributing to sustainable development and positive societal change.

## **SUPPORT AND DEVELOPMENT OF EMPLOYEES**

Supporting and developing employees is a key element of the successful operation of the International Academy of Ecology and Medicine (IAEM). The employee development strategy focuses on enhancing the qualifications of faculty and administrative staff, creating opportunities for professional growth, fostering a corporate culture that encourages continuous improvement, and ensuring the motivation and retention of talented personnel.

### **1. Enhancing Qualifications and Professional Development of Employees**

**Professional Development Programs:** Organize professional training, seminars, and certification courses, including innovative teaching technologies such as online and blended learning, VR/AR, and more. Goal: Each faculty member will have at least one opportunity for professional development annually.

**International Internships and Exchange Programs:** Provide opportunities for faculty to gain international experience, enhance their expertise, and integrate global best practices into the academic process.

**Mentorship Programs for Young Faculty:** Experienced professionals will assist new faculty in adapting to the academic environment, developing pedagogical skills, and understanding IAEM's culture.

#### **KPI:**

- Share of employees completing training or international internships: 80% by 2026.
- Number of professional training sessions and seminars organized annually: at least 10.
- Share of young faculty participating in mentorship programs: at least 20% by 2025.

### **Creating Opportunities for Faculty Research**

**Grant Programs for Research:** Financial support for projects in medicine, ecology, and social sciences, covering materials, equipment, experiments, or data collection.

**Encouraging Publication Activity:** Financial support for publishing in international peer-reviewed journals to enhance IAEM's reputation and disseminate scientific achievements.

**Internal Scientific Conferences and Seminars:** Provide platforms for presenting research results, sharing experiences, and developing new research ideas.

**KPI:**

- Number of internal grants for research projects: at least 5 annually.
- Annual growth in published research articles in international peer-reviewed journals: 15%.
- Share of faculty participating in internal scientific events: 70% by 2025.

### **Ensuring a Healthy Work Environment and Work-Life Balance**

**Mental Health Programs:** Provide counseling services, stress management workshops, and physical activity programs to support mental well-being.

**Flexible Work Schedules:** Allow employees to maintain a balance between professional and personal responsibilities.

**Promoting Physical Activity:** Equip gyms and organize fitness programs and sports events to encourage active lifestyles and improve job satisfaction.

**KPI:**

- Share of employees participating in mental health programs: at least 50% by 2025.
- Employee satisfaction with working conditions (survey results): at least 90%.
- Number of organized fitness programs and sports events: at least 6 annually.

### **Motivation, Recognition, and Retention of Talented Employees**

**Recognition Programs:** Include awards for academic and research achievements, innovations in teaching, and active participation in IAEM's development. Recognition may include financial rewards and opportunities for professional growth.

**"Employee of the Year" Program:** Highlight top-performing staff based on contributions, effectiveness, and alignment with IAEM's mission and values.

**Career Advancement Opportunities:** Offer promotions and leadership training programs to develop managerial competencies.

**KPI:**

- Share of employees recognized annually for achievements: at least 10%.
- Employee satisfaction with recognition and motivation programs (survey results): at least 85%.
- Share of staff participating in the "Employee of the Year" program: at least 5% annually.

### **Developing Corporate Culture and Improving Internal Communication**

**Promoting Collaboration and Respect:** Organize team-building events, holiday celebrations, and workshops on corporate values.

**Internal Communication Channels:** Regular newsletters, website updates, and platforms for sharing news and initiatives.

**Feedback Mechanisms:** Regular surveys to understand employee needs, suggestions, and preferences for improving work conditions.

**KPI:**

- Number of internal communication activities and newsletters: at least 12 newsletters and 4 events annually.
- Employee satisfaction with corporate culture (survey results): at least 90%.
- Share of employees participating in corporate culture activities: 75% by 2026.

**Supporting Innovative Approaches in Teaching and Research**

**Access to Advanced Technologies:** Provide resources such as interactive teaching tools, digital platforms, and simulation technologies like VR/AR.

**Digital Skills Training Programs:** Conduct workshops and seminars on integrating modern technologies into the educational process.

**Grant Programs for Innovative Projects:** Financial support for implementing new teaching methods and developing curricula emphasizing innovation and technology.

**KPI:**

- Share of faculty using innovative teaching methods and digital tools: 75% by 2026.
- Number of training sessions on digital tools and teaching methodologies: at least 6 annually.
- Number of internal grants for innovative teaching projects: at least 3 annually.

**General KPIs for Monitoring Strategy Success:**

1. Employee satisfaction with working conditions and professional development opportunities (survey results): at least 90%.
2. Share of employees participating in professional development programs: 80% by 2026.
3. Annual growth in faculty research publications in international journals: 15%.
4. Share of employees participating in mental health programs: 50% by 2025.
5. Share of employees recognized through motivation programs: 10% annually.
6. Number of training sessions and events on innovative teaching methods: at least 6 annually.
7. Satisfaction with corporate culture and internal communication (survey results): at least 90%.
8. Number of employees receiving internal grants for research or innovation: at least 5 annually.

These KPIs will help IAEM track progress in employee development and support, ensuring continuous qualification improvement, motivation, talent retention, corporate culture enhancement, and the adoption of innovations in the educational process.

## SERVICES AND ADMINISTRATIVE SUPPORT

The International Academy of Ecology and Medicine aims to establish an efficient system of services and administrative support that ensures high-quality service for students, faculty, and staff, fostering a comfortable learning and working environment. The main goal of this strategic objective is to ensure promptness, convenience, and transparency in administrative processes, implement modern digital solutions, increase satisfaction with services, and facilitate effective communication between various academy departments.

### Improving the Quality of Administrative Services

**Service Standards:** Introduce service standards regulating response times for administrative requests, such as registration, document issuance, financial inquiries, and consultations.

**Staff Training:** Regular training for administrative staff on customer service, communication, and conflict management to ensure professional support for students and staff.

**Annual Surveys:** Conduct yearly surveys among students and faculty to assess satisfaction with administrative services and identify areas for improvement.

#### **KPI:**

- Satisfaction with administrative services (survey results): at least 90%.
- Average administrative request processing time: reduced by 20% by 2025.
- Share of administrative staff trained in client-oriented services: 100% by 2026.

### Implementing Digital Solutions to Optimize Administrative Processes

**Unified Portal:** Develop and implement a single portal for students, faculty, and staff to access schedules, learning resources, grades, financial information, and administrative services.

**Electronic Document Management:** Reduce paper use, streamline request processing, and shorten execution times.

**Digital Communication Tools:** Use tools like automated reminders (e.g., tuition payments, exam dates, document submissions) and notifications about academy news.

#### **KPI:**

- Portal usage rate among students and staff: 90% by 2025.
- Satisfaction with digital administrative services (survey results): at least 85%.
- Reduction in paper document usage: 50% by 2026.

### Supporting Students in Adapting to Administrative Procedures

**"Newcomer" Programs:** Provide students with information on administrative procedures, behavioral rules, schedules, and other key aspects of academic life.

**Information Materials:** Create guides and video tutorials explaining administrative processes to help students quickly adapt to academic requirements.

**Course Coordinators:** Assign coordinators for each course or group to assist students, particularly freshmen and international students, with administrative procedures.

#### **KPI:**

- Participation rate in "newcomer" programs: 95% of freshmen annually.
- Satisfaction with informational materials and video tutorials (survey results): at least 90%.
- Coordinator coverage: 100% of groups assigned a coordinator by 2025.

### **Optimizing Financial Support and Consultation Services**

**Financial Aid System:** Improve the process for applying for scholarships, social assistance, and grants to make financial support more accessible.

**Online Financial Tools:** Introduce an electronic system for financial reporting and tuition payment, allowing students and parents to monitor payments and access financial information online.

**Financial Consultation Access:** Provide financial advisors to help students and families understand funding options, budgeting, and cost optimization.

#### **KPI:**

- Reduction in financial request processing time: 25% by 2025.
- Financial consultation coverage: 80% of inquiries responded to within 48 hours.
- Satisfaction with financial consultations (survey results): at least 85%.

### **Enhancing Internal Communication and Coordination**

**Unified Communication Platform:** Implement a platform for all departments to coordinate actions, share information, and address issues efficiently.

**Regular Meetings:** Hold meetings to discuss administrative support, enabling experience sharing and improving interdepartmental communication.

**Internal Newsletters and Reports:** Provide staff with updates on administrative services, initiatives, and development plans.

#### **KPI:**

- Platform usage rate among staff: 95% by 2025.
- Satisfaction with internal communication (survey results): at least 90%.
- Frequency of interdepartmental meetings: at least once a month.

### **Developing Career and Professional Counseling Services**

**Career Center:** Establish a center offering career advice, internship and job search assistance, interview preparation, and skill development.

**Career Events:** Organize events such as career days, job fairs, and workshops on resume writing and interview preparation to help students succeed in the job market.

**Individual Counseling:** Provide students with personalized career planning and employment support.

#### **KPI:**

- Number of career events held annually: at least 5.
- Share of students using career center services: 70% by 2026.
- Satisfaction with career counseling services (survey results): at least 85%.

### **Establishing Quality Standards for Administrative Services**

**Service Standards Implementation:** Define clear service quality standards, including response times, document processing accuracy, and professionalism.

**Monitoring and Evaluation System:** Regularly monitor and evaluate the quality of administrative services to identify and address issues promptly.

**Feedback Collection:** Conduct surveys and collect feedback from students and staff to understand user needs and expectations.

**KPI:**

- Development and implementation of service standards: completed by 2025.
- Frequency of feedback collection: at least twice annually.
- Share of requests processed within established timeframes: 95%.

**General KPIs for Strategy Monitoring:**

1. Satisfaction with administrative services (survey results): at least 90% annually.
2. Average processing time for administrative requests: reduced by 20% by 2025.
3. Usage rate of the unified portal among students and staff: 90% by 2025.
4. Processing time for financial requests: reduced by 25% by 2025.
5. Share of students attending career events and using career center services: 70% by 2026.
6. Satisfaction with internal communication and coordination (survey results): at least 90%.
7. Frequency of feedback collection on administrative services: twice annually.

These KPIs will help IAEM track success in delivering high-quality administrative services, implementing modern digital solutions, supporting students and staff, and developing career counseling services.

## NATIONAL IMPACT

The International Academy of Ecology and Medicine strives to make a significant impact on the development of education, science, healthcare, and ecology at the national level. Achieving this goal will enable IAEM to contribute positively to solving Ukraine's pressing social, environmental, and economic challenges, improving the quality of higher education, and promoting sustainable development in the country. The national impact strategy focuses on enhancing educational standards, implementing innovative solutions, fostering partnerships, supporting government initiatives, and encouraging social responsibility.

### Supporting Government Initiatives in Healthcare

**Participation in State Programs:** Implement preventive programs to improve public health, reduce disease prevalence, and prevent chronic and infectious diseases.

**Educational Programs:** Develop and implement courses aligned with national healthcare priorities, such as public health, environmental medicine, and disease prevention.

**National Environmental Initiatives:** Support biodiversity conservation, environmental protection, resource efficiency, and climate change mitigation through scientific research and student-led projects.

**KPI:**

- Number of scientific and educational projects implemented with state institutions: at least 5 annually.
- Number of new programs and courses aligned with national healthcare and environmental priorities: 3 by 2026.
- Share of students participating in national environmental initiatives: 60% by 2025.

### **Enhancing Educational Standards and Innovative Solutions**

**New Programs:** Develop curricula tailored to national needs and international standards, producing competitive professionals for Ukraine's job market.

**Integration of Innovative Technologies:** Use VR/AR, simulation-based learning, and online platforms to enhance education and expand access to students across regions.

**Dissemination of Educational Materials:** Share resources developed by IAEM faculty with other Ukrainian universities to promote advanced knowledge and methods.

**KPI:**

- Number of innovative programs and courses meeting national and international standards: 4 by 2026.
- Share of courses using VR/AR and modern technologies: 50% by 2025.
- Educational materials shared with Ukrainian universities: at least 5 annually.

### **Collaborating with National Educational and Research Institutions**

**Partnership Agreements:** Establish collaborations with Ukrainian universities and research centers for joint research, knowledge sharing, and educational initiatives.

**Joint Events:** Organize conferences, seminars, and scientific events with national institutions to address key issues in medicine and ecology.

**Internships for External Students and Faculty:** Provide opportunities for students and faculty from other Ukrainian institutions to intern at IAEM, fostering knowledge exchange and professional development.

**KPI:**

- Partnership agreements with national universities and research centers: 10 by 2026.
- Joint scientific events with Ukrainian institutions: at least 3 annually.
- Share of internships involving external students and faculty: 15% of total internships by 2026.

### **Strengthening Ties with National Industry and Business**

**Collaborative Projects:** Work with Ukrainian companies in medicine, pharmacy, ecology, and technology to support student training and joint research.

**Internship and Training Programs:** Provide students with practical experience through partnerships with Ukrainian enterprises.

**Expert Councils:** Create advisory boards with industry representatives to ensure educational programs align with labor market demands.

**KPI:**

- Internship and training programs with national companies: at least 10 annually.
- Satisfaction level of business partners with student preparedness (survey results): 90%.
- Number of expert councils involving industry representatives: 5 by 2026.

### **Promoting National Social Responsibility and Volunteer Programs**

**Volunteer Programs:** Engage students in supporting local communities, assisting vulnerable groups, and fostering social responsibility.

**Charity Events:** Organize initiatives to support healthcare facilities, children, and the elderly.

**Social Responsibility Programs:** Encourage staff participation in community projects, including environmental and social initiatives.

**KPI:**

- Share of students involved in volunteer programs: 70% by 2025.
- Charity events and social initiatives supported annually: at least 5.
- Share of staff participating in social responsibility programs: 50% by 2025.

**Supporting Research with National Significance**

**Relevant Research:** Conduct studies on critical issues for Ukraine, such as ecological challenges, healthcare, and pharmaceutical development.

**Collaborative Projects:** Partner with national research institutes to address strategic scientific challenges.

**Grant Programs:** Fund research projects with practical relevance for Ukraine, providing financial support for researchers.

**KPI:**

- Number of nationally significant research projects annually: at least 10.
- Annual increase in grant funding for national research: 10%.
- Joint research projects with national institutes: 5 by 2026.

**General KPIs for Monitoring Strategy Success:**

1. Share of scientific and educational projects implemented with state institutions: 5 annually.
2. Share of students participating in volunteer and social programs: 70% by 2025.
3. Number of nationally significant research projects annually: at least 10.
4. Satisfaction level of national business and industry partners: 90%.
5. Charity events and social initiatives supported annually: at least 5.
6. Partnership agreements with national educational and research institutions: 10 by 2026.
7. National scientific conferences and seminars annually: at least 3.
8. Annual increase in funding for nationally significant research: 10%.

These KPIs will enable IAEM to effectively monitor progress in achieving national impact through education, research, and support for state and environmental initiatives, thereby contributing to Ukraine's sustainable development.