

DEVELOPMENT STRATEGY

MEDICINE EDUCATIONAL PROGRAM
INTERNATIONAL EUROPEAN UNIVERSITY
FOR 2022-2031

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Content

1. Introduction
2. SWOT ANALYSIS OF THE EDUCATIONAL PROGRAM
3. TRAINING OF THE PROFESSIONAL MEDICAL STAFF MEETING THE WORLD HEALTHCARE REQUIREMENTS.
4. MEDICAL PRACTICE AND DEVELOPMENT OF UNIVERSITY HOSPITAL SERVICES
5. INFRASTRUCTURE DEVELOPMENT AS THE FOUNDATION FOR THE HIGH-QUALITY EDUCATIONAL PROCESS.
6. INTEGRATION OF RESEARCH ACTIVITIES AND EDUCATIONAL PROCESS.
7. INTERNATIONALIZATION, DEVELOPMENT AND ENHANCEMENT OF STRATEGIC PARTNERSHIP
8. PROMOTION OF THE UNIVERSITY'S POSITIVE IMAGE IN UKRAINE AND ABROAD



Introduction

The development strategy of the Medicine educational program of International European University for 2022-2031 (hereinafter referred to as the Strategy) is aimed at creating the background for sustainable functioning of the program and continuous advancement of its content and implementation mechanisms in current conditions of the global and European market of educational services and medical practice.

The improvement and maintenance of education quality, the adoption of cutting-edge technologies and methods, strong positions on the international stage, efficient management of introduction processes are key aspects of the Strategy.

The Strategy stipulates key goals and objectives, the implementation of which is required to ensure the competitiveness of the Medicine educational program of International European University on the global, European and national education markets.

MISSION

The Medicine program of International European University serves the needs of the local and global community by training students to become competent doctors dedicated to professionalism, practicing evidence-based medicine, patient advocacy and adherence to high moral standards.

GOAL OF THE EDUCATIONAL PROGRAM

To ensure training of skilled medical specialists able to organize and conduct professional activities at the high level, critically analyze healthcare issues and solve complicated tasks on their own in the public health sector in a corresponding position. To apply specialized conceptual knowledge and skills, which scope of application is stipulated by the defined lists of syndromes and symptoms of diseases, physiological states and somatic illnesses requiring a special technique of patient management, emergencies, laboratory and instrumental studies, medical manipulations, etc.

VISION

The program will be a leader in medical education in Europe and worldwide. Our students, lecturers and graduates will become leaders relying on principles of fairness and high-quality care, committed to continuous professional development using innovative experience and research prioritizing patient's interests and service to their communities.

OBJECTIVES

The Strategy is intended to keep developing resilience to external and internal risks, achieving the high quality at all levels of the educational program (quality of content, quality of students and graduates, quality of the academic staff, quality of research activities, quality of infrastructure and equipment, quality of internationalization) in order to:

- train students to become professionals in all fields of medicine and healthcare, complying with principles of defending patients' rights and the principle of equal access to medical care;
- encourage the desire for continuous personal and professional growth using innovative and scientific research;
- promote self-devotion and leadership.

KEY PRINCIPLES

- Integrity is ensuring the completeness of actions necessary to achieve the goals.
- Pragmatism reflects both current and future requirements to conditions of the educational program in its goals.
- Realism is the establishment of correspondence between the desirable and the potential, i.e. between goals set and means required to achieve them.
- The principle of advanced training implies the introduction of new educational content and innovative teaching technologies.
- The principle of continuous professional development is offered due to the continuity of all levels of professional education in order to expand opportunities for graduates to self-fulfillment on the labor market after graduation from the educational program.
- The principle of transparency is implemented by exercising the right of all participants in relations when developing the content and quality assessment system of educational services.

SWOT ANALYSIS OF THE EDUCATIONAL PROGRAM

STRENGTHS

1. The opportunity for graduates to continue studies or be employed in the USA due to certification in the Educational Commission for Foreign Medical Graduates.

OPPORTUNITIES

1. International competitiveness.
2. Market expansion (other countries).
3. Expansion of clinical and training facilities.

STRENGTHS

2. International accreditation of the program by the Independent Agency for Accreditation and Rating (IAAR).
3. Recognition of diplomas in numerous countries (by the Hellenic National Academic Recognition and Information Center (Hellenic NARIC), the Medical Council of Australia).
4. The University offers licensed internship, postgraduate studies, second medical specialization program and training in more specific specializations for continuous professional development.
5. A wide network of clinical practical bases both in Ukraine and abroad (in Poland, Egypt, Turkey, Italy, Malta, Germany, etc.).
6. Ukraine's first Clinical Alliance of International European University that includes 42 healthcare institutions, which totally make up the University Clinic with vast opportunities for high-quality practical training of students, medical interns, advanced training of health professionals, efficient scientific research, solutions, testing and adoption of state-of-the-art medical technologies at our University.
7. The high level of the administration system verified by the annual successful passing of the international audit of quality management system, ISO 9001:2015 Quality Management System, by the University.
8. Accreditation by the Universal Test Training and Examination Center and the right to preparation for international language tests at the University; functioning of the Unified International Center for Language Certification to improve English proficiency among the academic staff and students.
9. University accreditation for preparation and holding of Pearson international exams.

OPPORTUNITIES

4. Development of research facilities.
5. Expansion of academic mobility.
6. Integration into the International scientific and educational space.
7. Continuous education for adults.
8. Favorable conditions for the adoption of modern teaching methods and innovations in the context of the establishment of the young university.

STRENGTHS

OPPORTUNITIES

10. Training courses for medical advanced training are unique in Ukraine's educational environment: the Basics of Tactical Medicine course (in cooperation with the Rescue School in Warsaw (Poland) with the support of Adam Struzik, Marshal of the Mazowieckie Voivodeship; intensive TUSC-UA (Tactical UltraSound Course for Ukraine) based on the T-FAST protocol (in cooperation with GO MEHAD (Ex-UOSSM, France) with the support of the French Government.
11. Receiving grant support in the ERASMUS+ KA2 program for five projects, including ERASMUS+KA220-IMPROSONO project: Advancement of ultrasound diagnostic skills of new healthcare graduates.
12. Scholarships for students and staff as part of the International Academic Mobility Program with the Pontifical University of Salamanca, Spain.
13. University's active participation in such European associations as the Association of Medical Schools in Europe (AMSE), the International Association for Medical Education (AMEE), the Association to Advance Collegiate Schools of Business (AACSB), the Central and East European Management Development Association (CEEMAN), the European Network for Academic Integrity, the European Association for International Education (EAIE).
14. Availability of representative offices and branches in European countries (Poland, Malta).
15. Involvement of the foreign academic staff (foreign guest lecturers of high qualification) in the educational process: Coby Ludwin (Poland), Natasha Black (Poland), Jacek Smereka (Poland), Igal Granot (Israel), Jean Max Tavares (Brazil), Najib Fiza (UK), Andrew Tasun (Switzerland), etc.

STRENGTHS

OPPORTUNITIES

16. Availability of foreign practical bases – healthcare institutions with which cooperation agreements have been signed: Średzki Serca Jezusowego (Poland), Zespół Opieki Zdrowotnej w Wągrowcu (Poland), Mazowiecki Szpital Specjalistyczny im. dr. Józefa Psarskiego w Ostrołęce (Poland), Wojewódzka Stacja Pogotowia Ratunkowego and Transportu Sanitarnego "MEDITRANS" SPZOZ in Warsaw (Poland), Samodzielny Publiczny Zespół Zakładów Opieki Zdrowotnej im. Marszałka Józefa Piłsudskiego w Płońsku (Poland), Nile Hospital (Egypt), Anadolu Medical Center (Turkey), Ancona Hospital (Italy);
17. International Advisory Board, which includes prominent Ukrainian and foreign scientists of different fields, political figures.
18. Qualified and motivated staff.
19. Openness to innovations, new learning technologies
20. Developed infrastructure and accommodation conditions.
21. Safe study for students (tutors, monitoring of accommodation conditions).
22. Recognition on the market, exchange of lecturers' experience (the opportunity to work in the EU and US countries).

WEAKNESSES

THREATS

1. Youth of the University that determines the establishment and development of particular components and areas of activities (for example, publishing, establishment of scientific schools, working with graduates, international rankings etc.).
2. Negative impact of the war on the University infrastructure

1. Obvious dependence on geopolitics and war risks.
2. Reduced flow of applicants due to increased demographic crisis in Ukraine.
3. Increasing competitiveness on the educational services market.

FEATURES OF THE EDUCATIONAL PROGRAM

1. Exploration of the experience of the European academic staff in the educational process by involving them in the implementation of the educational process (Maria Skłodowska-Curie Medical University, Kaunas Medical University).
2. The possibility of studying at Ukraine's leading private medical institutions with the application of state-of-the-art medical technologies (Health Harmony, Universum, My Derm, Dobrobut clinics, Smart Medical Center, etc.).
3. Educational and on-the-job practical training at national and foreign healthcare facilities and higher education institutions (Poland, Turkey-based Anadolu Medical Center, Egypt-based Nile Hospital, etc.).
4. Application of innovative technologies in the educational process.
5. Student-centered study.

STRATEGIC AREAS OF PROGRAM DEVELOPMENT

1. Training of the professional medical staff meeting the world healthcare requirements.
2. Medical practice and development of university hospital services.
3. Infrastructure development as the foundation for the high-quality educational process.
4. Integration of research activities and educational process.
5. Internationalization, development and enhancement of strategic partnership.
6. Promotion of the University's positive image in Ukraine and abroad.



Strategic area 1.

TRAINING OF THE PROFESSIONAL MEDICAL STAFF MEETING THE WORLD HEALTHCARE REQUIREMENTS

Goal	Objectives
1.1. Advancement of the educational program	<ul style="list-style-type: none">- Ensuring the uniqueness of the program, taking into account the latest innovative scientific achievements- Advancement of curricula and training programs- Increasing the relevancy of program content by revising/supplementing it given the City Competitiveness Index and medical education standards- Updating the educational program, taking into account the needs of society and stakeholders- Active involvement of employers in the discussion of the educational program- Efficient cooperation with partner organizations for implementation of theoretical knowledge by students in practice- Taking into account the needs of the labor market in regions where campuses are located- Development of partnerships with employers abroad. Taking into account their requirements when revising the EP- Development of dual and other forms of education, including online, distance, blended, inclusive;- Development, support and recognition of non-formal education- Expanding the range of technologies to meet expected outcomes, such as standardized patient, hybrid simulation, as well as psychometric analysis of control and measurement tools for analysis and feedback- Expanding the number of disciplines taught in English

Goal	Objectives
1.2. Advancement of the educational process	<ul style="list-style-type: none"> - Advancement of the methodical base and quality of teaching - Optimization of the knowledge assessment system, including the introduction of independent knowledge assessment; development and improvement of the student academic mobility system - Establishment of educational and diagnostic laboratories at clinical bases - Development of tools for assessing the educational process - Development of modern tools for assessing the quality of training in specific competencies - Analysis of the quality of teaching and methodical materials and development of programs for their improvement - Creation of teaching and methodical materials for disciplines in accordance with the modern requirements of graduate training - Analysis of the provision of the educational process with methodical literature - Analysis of material and technical facilities of the educational process
1.3. Ensuring the use of new teaching technologies	<ul style="list-style-type: none"> - Study and introduction of state-of-the-art teaching and information technologies in the educational process - Adoption of innovative interactive technologies and forms of training - Expansion of the list of used types of educational materials, taking into account the latest trends in medical education - Introduction, development and wide promotion of e-learning in the educational process - Adoption of new technologies to ensure discipline of students and lecturers, best practices in teaching, learning and assessment - Development of teaching and methodical sets of disciplines/subjects based on the application of PBL, CBL and TBL

Goal	Objectives
1.4. Digitalization: introduction of innovative technologies and learning tools in accordance with the world scientific and technological level	<ul style="list-style-type: none">- Application of open educational resources (own solutions and solutions by the world's leading universities) in the educational process- Launch of a training platform for preparing applicants for the KROK 1 and KROK 2 integrated licensed exams and professional English exam- Development of information literacy of all participants in the educational process
1.5. Development of the academic staff potential	<ul style="list-style-type: none">- Increasing use and development of the external and internal system of teaching staff advanced training- Development of information infrastructure for the exchange of teaching innovations- Development and advancement of the Academic Staff Mobility Program- Stimulation of continuous professional growth among the teaching staff using a motivation system, including a rating system for lecturers, taking into account the improvement of teaching competence, including EP expertise, assessment tools and improvement of teaching methods and forms- Development and implementation of staff selection and recruitment standards for the implementation of the EP, taking into account their level of proficiency in modern teaching methods in medical education, introduction of active learning methods, imitation technologies- Organization of a series of seminars on pedagogy, the use of active training methods, assessment of validity and reliability of assessment methods, modern teaching methods in medical education for lecturers- Improving lecturers' proficiency in English; ensuring continuous advancement of language competencies

Goal	Objectives
1.6. Formation of the collection of assessment tools for EP disciplines in accordance with the competence approach requirements	<ul style="list-style-type: none"> - Increasing use of control methods developing student self-assessment and aimed at reflecting cognitive activity; the use of group and mutual assessment methods (reviewing by students; opposing student projects, research papers, etc.). - Creating conditions for maximum approximation of the assessment system to conditions of future professional practice
1.7. Increasing the involvement of students in the management of the educational process, strengthening control over academic discipline	<ul style="list-style-type: none"> - Developing the network of scientific groups and activities of the Scientific Society of Students, Postgraduates and Young Scientists - Development of a system for receiving feedback from students on the educational process - Introduction of the automated attendance control system - Development of the tutoring institute
1.8. Academic culture and integrity development	<ul style="list-style-type: none"> - Compliance with academic integrity principles and academic culture standards

KPI:

- International and national accreditation
- Place in national/international academic rankings of medical educational programs/medical universities
- Share of graduates passing MCI, PMDC during the reporting period
- Share of employed graduates
- Level of employers' satisfaction with the quality of graduate training
- Level of students' satisfaction with the EP and educational process
- Percentage of students taking part in the Academic Mobility internal/external program
- Share of disciplines applying active teaching methods in the educational process
- Number of academic staff members in the Academic Mobility program
- Number of academic staff members taking part in international conferences
- Share of lecturers with academic degrees
- Student representation in working groups to monitor program implementation
- Attendance rate
- Share of employees undergoing advanced training and retraining
- Assessment of validity, reliability and efficiency of assessment of students' knowledge and skills

Strategic area 2.

MEDICAL PRACTICE AND DEVELOPMENT OF UNIVERSITY HOSPITAL SERVICES

Goal	Objectives
<p>2.1. The University Hospital provides world-class specialized and highly specialized medical care</p>	<ul style="list-style-type: none"> - Establishment of the University Hospital that will include the Clinical Alliance of International European University (a cooperative model of cooperation with healthcare institutions of different forms of ownership) and the Hospital as a structural unit of the University - Providing high-quality medical care in accordance with the most progressive international standards with a high level of evidence base - Providing patient-centered, multidisciplinary medical care that takes into account patient's physical and mental health - Achieving careful and professional service, individualized approach and responsive attitude to each patient - Application of high-tech equipment by the world's leading manufacturers, including advanced laser and minimally invasive techniques - Ensuring the high quality of medical care by establishing a quality control and management system and attracting the best international and national specialists to provide medical services.
<p>2.2. The University Hospital is a place for clinical training and internship of students and clinical teachers</p>	<ul style="list-style-type: none"> - Training of students based on human values, professional ethics and legal culture - Providing conditions for clinical practice of students, lecturers and health professionals - Participation in the creation of advanced training programs for doctors and clinical teachers - Organizing and conducting activities to promote healthy lifestyles among the population

Goal	Objectives
<p>2.3. The University Hospital carries out research activities, develops, tests and implements new medical technologies</p>	<ul style="list-style-type: none"> - Carrying out research activities aimed at developing, testing and implementing new medical technologies - Involvement of students in research activities together and under the guidance of lecturers of the educational program - Organizing and conducting research and scientific activities to test research findings

KPI:

- Number of partners belonging to the Clinical Alliance
- Expansion of the range of services for the population
- Level of patient satisfaction with services provided, demand for services
- Number of patients
- Number of research activities aimed at developing, testing and implementing new medical technologies
- Number of new medical technologies adopted
- Number of students involved in research activities



Strategic area 3.

INFRASTRUCTURE DEVELOPMENT AS THE FOUNDATION FOR THE HIGH-QUALITY EDUCATIONAL PROCESS

Goal	Objectives
3.1. Infrastructure expansion and modernization	<ul style="list-style-type: none">- Development of a Simulation Center, taking into account the best international practices of organizing such centers in the practice of leading medical universities using cutting-edge technologies, such as hybrid simulation, standardized patient, etc.- Expansion of the number of equipped simulation training stations- Increasing use of virtual simulations, virtual courses, virtual laboratories on online platforms- Establishment of a network of laboratories- Expanding access to modern professional literature, including its own electronic library, as well as to modern electronic educational resources
3.2. Updating of equipment/facilities for the educational process	<ul style="list-style-type: none">- Updating of equipment, dummies, simulators (simulation equipment)- Equipping training and diagnostic laboratories at clinical bases

KPI:

- Number of equipped stations in the simulation center
- Number of functioning training and diagnostic laboratories at clinical bases
- Share of updated dummies and simulators
- Computers/students ratio
- Educational and methodical support (number of books in printed edition/number in electronic edition)
- Number of available databases of modern medical educational resources

Strategic area 4.

INTEGRATION OF RESEARCH ACTIVITIES AND EDUCATIONAL PROCESS

Goal	Objectives
4.1. Increasing the efficiency of research activities of lecturers and students	<ul style="list-style-type: none"> - Establishment of specialized research laboratories - Organization and holding of the annual competition of student research papers on topical issues of medical science and practice development - Organization of optional study of topical issues in medical practice development, methods and technologies as part of scientific groups - Support for the student and teaching staff in participation in conferences and Olympiads - Determining the place of project-based learning in the curriculum and introducing the assessment of students' scientific achievements to the assessment system (participation in research projects, their presentation and publication of research findings) - Preparation of applications for grant funding for scientific research on topical issues of medical science, practice and technology development
4.2. Increasing the publication activity of the academic staff and students for presentation to the world scientific community and testing of research findings	<ul style="list-style-type: none"> - Increasing the number of publications in journals included in SCOPUS and Web of Science international databases, especially those with high impact factor (Q1 and Q2) - Conducting joint research with students and preparing joint publications based on the research results - Increased citations in international and national sources

KPI:

- Number of articles indexed in Web of Science and Scopus databases in relation to the number of academic staff members
- Number of publications in journals with high impact factor (Q1 and Q2 in SCOPUS and Web of Science international databases)
- Number of academic staff members with a Hirsch index of at least 25.
- Amount of grant funding for scientific research
- Number of active projects and grants in the scientific sector
- Number of obtained author's certificates and patents
- Number of joint publications with students



Strategic area 5.

INTERNATIONALIZATION, DEVELOPMENT AND ENHANCEMENT OF STRATEGIC PARTNERSHIP

Goal	Objectives
5.1. Expanding opportunities for the implementation of new projects in cooperation with regional and foreign universities and educational organizations	<ul style="list-style-type: none"> - Increasing the involvement of guest professors in teaching components of the educational program - Development of short-term curricula (separate sets of courses, summer schools, etc.) in English on interdisciplinary topics in demand abroad - Creation of necessary learning conditions to ensure equal chances for academic success for Ukrainian and foreign students - Development of a comprehensive marketing plan to attract talented foreign students - Activation of participation of the academic staff and students in international academic mobility - Formation of project groups on interdisciplinary topics that meet modern social challenges and priorities of the largest grant programs for participation in international consortia
5.2. Strengthening and developing strategic partnerships	<ul style="list-style-type: none"> - Improvement of the educational program and its components together with strategic partners - Updating and implementation of the program together with foreign partners (in the context of development of double diplomas, dual education, inclusive education, etc.) - Increasing the number of applications for academic mobility grants - Creation of scholarship programs, mentoring programs, support of cultural adaptation and other services that contribute to the satisfaction and success of foreign students

Goal

Objectives

- Organization of the educational process at separate structural units established by the University abroad in order to ensure safe learning conditions and promotion of Ukrainian education and culture abroad
- Increasing the number of international scientific grant projects, strategic expansion of research partnerships in the European Union and worldwide
- Comprehensive analysis and active use of opportunities of international associations and networks actively involved in activities of the university to ensure the development of the educational program

KPI:

- Number of guest professors
- Number of students in the Guest Professors Program
- Number of teaching staff members dismissed under the internship program
- Number of concluded contracts with educational organizations
- Number of active projects
- Number of updates of the educational program together with strategic partners
- Number of agreements with clinical bases
- eNumber of educational program components taught in English



Strategic area 6.

PROMOTION OF THE UNIVERSITY'S POSITIVE IMAGE IN UKRAINE AND ABROAD

Goal	Objectives
6.1. Improving the efficiency of information management	<ul style="list-style-type: none"> - Ensuring regular updating of information content of the website - Ensuring the promotion of the educational program and the University on social media - Improvement of the process of internal assessment of the education quality with subsequent informing of all stakeholders, including employers, of the results.
6.2. Strengthening of positions in national and international rankings in medical education	<ul style="list-style-type: none"> - Ensuring participation of university students in Olympiads and contests, primarily international ones - Increasing the number of students winning international/all-Ukrainian contests, Olympiads, - - Development of new projects with international grant funding aimed at improving the educational program - Participation in international academic mobility - Improving the efficiency of research activities of the academic staff and students, including by ensuring the high level of scientific novelty, theoretical and practical significance of the obtained scientific findings - Ensuring the academic staff and students maintain their profiles in scientometric databases

KPI:

- Level of satisfaction with information provided on the website by the main users
- Increasing the international/national rating of the University among universities training medical specialists.



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