



**КИЇВСЬКИЙ МЕДИЧНИЙ УНІВЕРСИТЕТ**  
**KYIV MEDICAL UNIVERSITY**  
**EST.1992**

**DEVELOPMENT STRATEGY**  
**PHEE "KYIV MEDICAL UNIVERSITY"**  
**FOR 2025–2030**

**Kyiv 2024**

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## I. GENERAL PART

**1.1. The mission of the Private Higher Educational Establishment "Kyiv Medical University" (hereinafter referred to as the University) is to teach, research, treat and serve humanity, constantly striving for perfection:**

Training and education of doctors and pharmacists - professionals, competitive in the domestic and international labor markets, oriented towards humanitarian and patriotic values, aware of the need for lifelong learning, open to innovation, capable of combining professional activities with scientific research in the field of healthcare, familiar with the principles of evidence-based and preventive medicine, modern protocols (guidelines) for the diagnosis and treatment of the most common diseases, in particular, in conditions of military challenges.

**1.2. Vision of the University – to transform the healthcare system for the benefit of people and communities and become a national leader in the training of healthcare professionals:**

Vision is the basis for strategic planning and is seen as a common idea, an understanding of success that unites people to work as a team.

**1.3. University values – excellence, innovation, dedication, integrity, respect, responsibility :**

principles that guide the University administration in forming management policy and corporate culture

## II. MAIN DIRECTIONS OF STRATEGIC DEVELOPMENT AND WAYS OF IMPLEMENTATION

### 1. Educational process (academic policy)

**Strategic goal:** training professionals who are competitive in the domestic and international labor markets, focused on humanitarian and patriotic values, aware of the need for lifelong learning, open to innovation, familiar with the principles of evidence-based and preventive medicine, modern protocols (guidelines) for the diagnosis and treatment of the most common diseases, in particular, in conditions of military challenges.

*Key performance indicators:*

*80% of higher education applicants and interns achieve the “pass” criterion on the first attempt of the “Step” exam every year;*

*Successful completion of the USC(P)I by 100% of higher education applicants every year;*

*Obtaining international accreditation certificates of educational programs and their recognition by the Ministry of Education and Science of Ukraine;*

*Surveying 75% of participants in the educational process and external stakeholders every year to correct the educational process in accordance with the analytical assessment of the data obtained;*

*Making changes to the organization of the educational process taking into account the analytical assessment of the results of the audit of the educational and methodological activities of all departments;*

*Organization of basic military training for all University students enrolled in studies starting in 2025;*

*Including all healthcare institutions, partners of the University, in the list of internship bases for interns of the Ministry of Health of Ukraine, and concluding relevant agreements with these institutions;*

*Providing access to the use of the artificial intelligence platform " DataIsland " to all participants in the educational process;*

*Simulation Training Center and the training pharmacy by all participants in the educational process;*

*Using the "CASUS" platform (virtual patient), " Clinical Case Discussion ", " Amboss " by all participants in the educational process at clinical departments;*

*Implementation of the latest data ( treatment protocols, clinical guidelines published on the website of the State Expert Center of the Ministry of Health of Ukraine, as well as published criteria for evidence-based medicine) to all educational programs, syllabi , and curricula ;*

*Participation of 25% of students each year in the following programs: short-term mobility "ERASMUS"; internal academic mobility to the Polish campus ; in international educational programs with the direct participation of partner universities;*

*Organizing tactical medicine training for 100 people each year;*

*Organization of internships for students at the Polish Campus (healthcare institutions in foreign countries) for 100 people each year;*

*Increasing the licensed volume of advanced training to 500 people each year;*

*Organization of specialization cycles, thematic improvement, and electronic training courses at each clinical department, taking into account the increased licensed volume of advanced training;*

*Increasing the volume of admissions of higher education applicants, in particular foreign citizens, taking into account the opening of new licensed specialties for training 100 people each year;*

*Providing all participants in the educational process with educational literature, access to international sources of professional information, and automated library service.*

***Operational goal 1. Compliance with state and international standards for training specialists, updating the content of education, improving the education quality monitoring system***

1.1.1. Ensure international accreditation of educational programs implemented at the University.

1.1.2 Reform the system of monitoring the quality of education at the University, staffing the relevant structural unit with personnel, and define one of the tasks of this system as monitoring the compliance of the educational and methodological support of the educational process with the dynamic requirements of educational and professional standards in the field of healthcare.

1.1.3. Create and implement a platform for conducting all types of surveys of higher education applicants and interns – “KMU Survey” into the education quality assurance system Platform »; systematically adjust the educational process in accordance with the results of surveys of education seekers and external stakeholders regarding the quality of educational services.

1.1.4. Conduct an audit of the educational and methodological activities of the University's departments for compliance with the requirements of international

accreditation of educational programs, the effectiveness of interaction with stakeholders, and determine ways to eliminate identified shortcomings in the work.

1.1.5. Reform the system of methodological support of the educational process by updating the relevant regulatory documents of the University, the principles and procedure for the work of the methodological council and program committees, their composition. Create working groups within the committees and define the tasks - monitoring the update of treatment protocols, clinical guidelines published on the website of the State Expert Center of the Ministry of Health of Ukraine, as well as published criteria for evidence-based medicine, for the methodological council and program committees to determine the feasibility and means of implementing the latest data into the educational process.

Pre-higher education are trained, approved by the Resolution of the Cabinet of Ministers of Ukraine dated 30.08. 2024 N 1021, which entered into force on 01.11. 2024.

1.1.7. Develop and approve standards for conducting all types of classes and implement a system for monitoring their compliance at the University.

1.1.8. Develop and approve a separate student training plan to improve the results of the "KROK" exams, ensure control over its implementation, identifying measures to overcome negative trends based on the results of subtests in individual disciplines. The plan, in particular, provides for:

systematic discussion of issues of unsatisfactory results of the "KROK" exams based on the results of subtests at meetings of departments, academic councils of the University's faculties, methodological councils, and methodological conferences to eliminate identified shortcomings;

development of an online course for independent preparation of students for the "KROK" exam by improving the university platform " PrExam ";

conducting control tests in the format of the "KROK" exam to identify "risk groups" among students with a score of less than 80%; forming an individual educational trajectory for such students, ensuring control over the implementation of such individual student learning plans;

conducting comprehensive tests in the format of the rector's test control of students' performance in academic disciplines for which the "KROK" exam is taken;

conducting training seminars for teachers on methodological issues of improving students' preparation for taking the "KROK" exams; attracting the best students and teachers to conduct trainings on preparing students for taking the "KROK" exams, in particular on an hourly basis.

1.1. 9. To organize basic military training at the University for students who are citizens of Ukraine in accordance with the requirements of the legislation.

1.1.10. Organize a Tactical Medicine Center at the University.

1.1.11. Optimize the network of clinical bases of departments, bases for internships by education seekers and bases for internships of interns to ensure the possibility of high-quality practical training, taking into account the network of internship bases for interns approved by the Ministry of Health of Ukraine, the list of internship specialties of the University, the projected contingent of interns by training specialties according to the results of the rating distribution.

***Operational objective 2. Modernization of the educational process***

1.2.1. Use the university's online artificial intelligence platform " DataIsland " for independent preparation of students for academic disciplines, study of clinical guidelines and protocols, and treatment standards published on the website of the State Expert Center of the Ministry of Health of Ukraine.

1.2.2. Ensure the use of the capabilities of the University's Simulation Training Center and its modernization for senior students and interns to master practical skills - acquisition of professional competencies defined by the higher education standard, in particular, for preparation for the preparation of the OSK (P)I. Approve the List of practical skills (manipulations) for the work of higher education applicants and interns, the schedule of classes by academic groups.

1.2.3. Ensure the use of the capabilities of the educational pharmacy for senior students and interns to master practical skills and acquire professional competencies defined by the higher education standard. Approve the List of practical skills (manipulations) for the work of students and interns in the educational pharmacy, the schedule of classes by academic groups .

1.2.4. Apply interdisciplinary, integrative approaches, online training platforms and virtual simulators in the process of professional training of doctors, dentists and pharmacists: platforms "CASUS" (virtual patient), " Clinical Case Discussion", " Amboss " for solving clinical problems in virtual environments, developing clinical thinking and practical application of acquired knowledge).

simulation training in educational programs, class schedules, educational process schedules, and educational program curricula.

***Operational objective 3. Further development of the academic mobility system***

1.3.1. Search for foreign partner institutions for the implementation of short-term academic mobility programs for higher education students.

1.3.2. Submit project applications in the ERASMUS system together with partner institutions from EU countries.

1.3.3. Organize an information campaign for higher education applicants regarding short-term mobility opportunities under the ERASMUS program.

1.3.4. Promote academic mobility of higher education students through in-depth study of foreign languages in a professional direction, organize foreign language courses (English, Polish).

1.3.5. Organize internships for higher education students in healthcare institutions (partner educational institutions) of EU countries, at the Polish campus of the University, etc.

1.3.6. Organize a system of internal academic mobility of University students, taking into account the possibility of studying at the Polish campus of the University.

***Operational objective 4. Implementation of new educational and professional training programs and educational projects in the field of continuous professional development, as well as dissemination of knowledge among the population.***

1.4.1. Organize the work of project groups to develop new educational and professional training programs in the specialties "Therapy and Rehabilitation", "Nursing " (junior bachelor, bachelor), "Management", "Psychology" (bachelor), taking into account the new List of branches of knowledge and specialties in which applicants for higher and professional pre-higher education are trained , approved by the Resolution of the Cabinet of Ministers of Ukraine dated 30.08. 2024 N 1021, which entered into force on 01.11. 2024.

1.4.2. Create a structural unit of the university - a college for the training of professional junior bachelors and bachelors in the specialty " Nursing ".

1.4.3. Increase the licensed volume of advanced training for medical and pharmaceutical specialists to 500 people.

1.4.4. License the improvement of pedagogical qualifications of scientific and pedagogical workers in the amount of up to 500 people.

1.4.5. Systematically conduct patriotic, legal, and environmental education activities at the University, instilling in participants of the educational process moral values, social activity, civic position and environmental responsibility, a healthy lifestyle, and the ability to think freely and organize in modern conditions.

1.4.6. Strengthen cooperation with external stakeholders to establish constant effective communication, monitor the professional achievements of graduates, involve them in monitoring and updating educational programs, hold joint events with students, etc.

1.4.7. Systematically conduct measures for the continuous professional development of specialists at the University: scientific and practical conferences, training in cycles of thematic improvement, specialization; professional medical internship.

1.4.8. Develop and approve programs for electronic training courses, master classes, simulation trainings and trainings, seminars, and professional (thematic) schools.

1.4.9. Introduce new topics for BPR activities for new categories of professionals and specialists working in the healthcare sector (with higher non-medical education), as well as nurses/medical brothers, paramedics, etc.

1.4.10. Organize trainings on tactical medicine for students and first aid for the interested population.

1.4.11. Develop and approve an annual comprehensive plan of main activities for organizing the admission campaign at the University, taking into account the new List of fields of knowledge and specialties in which applicants for higher and professional pre-higher education are trained, approved by the Resolution of the Cabinet of Ministers of Ukraine dated 08/30/2024 N 1021, which entered into force on 11.01.2024.

To provide for the holding of applicant marathons, open days and excursions, the implementation of career guidance work in institutions of general secondary education and professional pre-higher education in Kyiv and Kyiv region, the work of the University Career Center and selection committees and subject examination committees, training for applicants and their preparation for admission; events to promote scientific careers and present internships at the University.

1.4.12. Improve the comprehensive system of assessing applicants by introducing new university competitive selection criteria in accordance with the legislation.

1.4.13. Take measures to increase the volume of admissions (resumption of studies, transfer from other educational institutions) of foreign citizens, taking into account the opportunities for studying at the Polish campus of the University.

***Operational objective 5. Improving access of education seekers and teachers to modern professional, scientific, educational and methodological literature and international library sources***

1.5.1. Obtain a certificate of inclusion of the University in the State Register of Publishers, Manufacturers and Distributors of Publishing Products.

1.5. 2. Update the library's collection of printed and electronic information resources. Increase the collection of scientific and educational publications.

1.5.3. Ensure cooperation and intensify partnerships with publishing houses, both in Ukraine and abroad.

1.5.4. Subscribe to traditional and electronic scientific periodicals.

1.5.5. Carry out consistent and systematic work on the accumulation, systematization and organization of storage of own electronic resources; carry out retroconversion of library funds to an electronic catalog and bar coding of publications.

1.5.6. Ensure the formation of a database of electronic versions of library textbooks in accordance with the educational, research and educational mission of the University, taking into account the needs of scientific and academic processes.

1.5.7. Improve tools and services for searching and using information from international external scientific and educational electronic resources, subscription and open databases, trial access, and own-generated electronic resources (e-catalog, repository).

1.5.8. Ensure the filling of the institutional repository of the open electronic archive of the University, which accumulates, stores, distributes and provides long-term, permanent and reliable access via the Internet to materials of scientific, educational and teaching-methodical purpose created by employees of any structural unit, as well as doctoral candidates, postgraduate students and students of the University.

1.5.9. Promote the dissemination of the University's digital archive of scientific works (repository) and their integration into the global space of scientific communications; integrate certified anti-plagiarism systems into the repository software.

1.5.10. Improve the forms and methods of library service, integrate the work of the library with the Polish Campus.

1.5.11. Continue cooperation with the Ukrainian Library Association, the National Scientific Medical Library of Ukraine, the State Scientific and Technical Library of Ukraine with the aim of implementing joint projects;

1.5.12. Introduce series of bibliographic indexes "Scientific works of the teaching staff, postgraduates and students of Kyiv Medical University", "Outstanding professors of Kyiv Medical University".

## 2. Personnel policy

**Strategic goal:** to become a responsible employer in the field of higher education for the proper level of professional competencies of employees and decent working conditions.

*Key performance indicators:*

*appointment to the positions of heads of departments, professors and associate professors, extension of employment relationships, as well as conferring the academic titles of professor or associate professor to persons who have published works available in the scientific-metric databases " Scopus " and " Web of Science » in the amount of 1 article per academic year, and registered in the system « Bibliometrics of Ukrainian Science » with the Hirsch index « Google Scholar » more than 1;*

*availability of a valid certificate of a doctor (pharmacist)-specialist for all scientific and pedagogical employees of specialized departments;*

*availability of all scientific and pedagogical employees with the necessary data for entry into the EDEBO;*

*availability of all scientific and pedagogical employees with the required number of credits for improving pedagogical qualifications;*

*90% of teachers have a certificate of proficiency in a foreign language at level B2;*

*obtaining a certificate of advanced pedagogical qualifications by all scientific and pedagogical employees during the first year of work, after appointment to the position or one year before awarding an academic title;*

*differentiated remuneration of all scientific and pedagogical employees, taking into account the assessment of the rating indicators of their activities, the performance of unscheduled tasks and possible penalties.*

***Operational objective 1. Improving management policy, strengthening requirements for the selection and advanced training of scientific and pedagogical staff***

2.1.1. Approve new competitive selection criteria, key performance indicators (KPIs) of scientific and pedagogical employees for filling vacant positions through competitive selection, appointment to positions prior to competitive selection, aimed at strengthening the requirements for the selection of candidates according to the criteria of the National Agency for Higher Education, in accordance with the vision, mission and values of the University.

2.1.2. Develop and approve criteria for evaluating the scientific and pedagogical or scientific activities of scientific and pedagogical employees for the awarding by the Academic Council of the University of the academic titles of associate professor and professor or their deprivation, taking into account the vision, values, and mission of the University in accordance with the legislation.

2.1.3. Develop and approve criteria for fulfilling the terms of the contract (employment contract) by heads of departments, scientific and pedagogical employees of the University based on the assessment of key performance indicators; implement this evaluation system in the work of the University's competitive commission when considering personnel issues.

To include the indicator "Results of students (interns) passing the KROK licensing integrated exams" in the criteria for successful fulfillment of the terms of the contract by the head of the department based on the results of work in the academic year and to consider this indicator by the personnel commission during the annual evaluation of the head of the department.

2.1.4. Develop and implement a system for assessing and monitoring the improvement of pedagogical and professional qualifications of scientific and pedagogical employees of the University, their cooperation with stakeholders, data from the questionnaires of scientific and pedagogical employees entered into the YEDEBO database; take into account the compliance of these indicators in the work of the University's competition commission when considering personnel issues.

2.1.5. Organize open classes by the University's scientific and pedagogical staff; approve the schedule of attending practical classes and lectures by representatives of the administration; organize competitions among the University's scientific and pedagogical staff "Best Practical Class", "Exclusive Lecture", "Best Lecturer", etc.

2.1.6. To organize, on the basis of one of the departments of the University, ongoing courses (seminars) on issues of higher education pedagogy, organization of a system of higher medical education for full-time scientific and pedagogical employees who do not have a sufficient number of credits for improving pedagogical qualifications in the calendar year.

2.1.7. To organize, on the basis of one of the departments of the University, ongoing courses (seminars) for teachers to study a foreign language, in particular, English and Polish (for work on the Polish Campus).

***Operational objective 2. Rating system for remuneration of scientific and pedagogical employees as a guarantee of sustainable development of the University***

2.2.1. Develop and implement rating system for remuneration of scientific and pedagogical workers, update rating indicators of educational and methodological, scientific, educational and career guidance work, introducing appropriate principles for evaluating activities.

Establish coefficients for differentiated remuneration of scientific and pedagogical workers involved in the training of students in academic disciplines included in the "STEP" subtests (increasing or decreasing).

2.2.2. Update the system of encouraging scientific and pedagogical employees and administrative staff of the University for the high-quality performance of planned and unplanned work, taking into account the vision, mission and values of the University.

2.2.3. Introduce a system of disciplinary sanctions for failure to comply or untimely (poorly) complying by scientific and pedagogical employees with: standards for conducting classes, pedagogical workload plan, poor-quality development and maintenance of educational and methodological documentation, etc. in accordance with the mission, vision and values of the University.

**3. Scientific activities**

**Strategic goal:** training professionals open to innovation, capable of combining professional activity with scientific research in the field of healthcare, development and creation of a competitive scientific product; formation of scientific schools and academic traditions at the University.

*Key performance indicators:*

*obtaining an accreditation certificate for educational and scientific programs for the preparation of higher education applicants for the degree of Doctor of Philosophy in the specialties of "Medicine", "Dentistry", "Pharmacy and Industrial Pharmacy";*

*formation of one-time specialized Academic Councils for the defense of candidate and doctoral dissertations; preparation of individuals for obtaining higher education for the degree of Doctor of Philosophy;*

*achieving the Hirsch index indicators of the University's scientific and pedagogical staff, registered in the " Bibliometrics of Ukrainian Science" system, at the level of indicators of state institutions of higher medical education;*

*achieving the number of publications of the University's scientific and pedagogical staff in the publications " Scopus " and " Web of Science » in the amount of at least one per full-time employee in one academic year;*

*organization of the work of the interdepartmental scientific laboratory;*

*the UkrINTEI registration number by departments under the terms of the competition;*

*submission of applications for inclusion of scientific reports in the List of scientific (scientific and technical) products intended for the implementation of achievements of medical science in the field of healthcare by all clinical departments (at least one application from the department per academic year);*

*organization of the work of student scientific clubs at each department;*

*training of higher education students and prize-winners of scientific Olympiads.*

***Operational objective 1. Formation of relevant topics for scientific research (hereinafter referred to as R&D)***

3.1.1. Conduct an audit of the material, technical and laboratory support of the scientific process at the departments. Assess the possibilities of creating a research laboratory at the University.

3.1.2. Determine priority areas of research based on proposals from departments, in particular, regarding funding volumes, methods for conducting scientific research, interdepartmental scientific topics, taking into account the needs of practical healthcare;

3.1.3. Implement a system of financial support for the development of scientific activities at the University at the expense of internal and external resources.

Provide search (including in the National Electronic Scientific Information System) and determination of possible sources and volumes of R&D funding (university funds up to 0.5% of revenues from main activities, funding by the National Research Fund of Ukraine, participation in international and domestic scientific projects , grant programs, including under the European Union programs: "Horizon Europe", "ERASMUS +", "EURASIA", direct interaction with potential customers of scientific and technical products and scientific and technical services - contractual and initiative R&D, expansion of the range of cooperation with foreign partners to create international research groups, conclusion of bilateral and multilateral agreements with foreign and domestic scientific institutions and higher education institutions).

3.1.4. Conduct a competitive selection of research topics and performers among departments for approval by order of the University, determining the terms and indicators of research performance, sources and amounts of funding, scientific supervisors and performers of scientific work.

***Operational objective 2. Monitoring the implementation of research and implementation of results into practice***

3.2.1. Maintaining electronic records of the results of R&D implementation and reporting information (department reports) on the publication of R&D results by scientific and pedagogical workers: publication of scientific publications, information reports, methodological recommendations, submission of applications for inclusion of scientific reports in the List of scientific (scientific and technical) products intended for the implementation of achievements of medical science in the field of healthcare, reports at scientific forums, defense of dissertations, submission of applications for registration of patents for utility models and inventions, etc.;

3.2.2. Ensure that the newly established scientific and organizational Department provides methodological and advisory assistance to R&D performers, postgraduates and doctoral students during planning, implementation of scientific and dissertation research, on issues related to approval of scientific topics, reporting on the implementation of R&D, preparation of dissertations for official defense, as well as on issues of technology transfer, commercialization of developments created as a result of scientific and technical activities.

***Operational objective 3. Support and encouragement of scientific and pedagogical staff of the University to carry out research and development***

3.3.1. Monitor the publication activity of the University scientists to encourage relevant work.

3.3.2 Promote the participation of scientific and pedagogical staff in international projects, grant programs, conferences, cooperation with professional communities, internships and teaching in foreign educational institutions, the Polish Campus, etc.

3.3.3. Enroll scientific and pedagogical workers and higher education students involved in the implementation of research and development in the positions of scientific staff, support staff in accordance with the research and development calendar and research budget; and encourage higher education students to participate in the implementation of research and development by reducing tuition fees and in other ways not prohibited by law.

3.3.4. Ensure the participation of the University's scientific and pedagogical staff in the rating assessment according to the h- index indicator in the Google systems Scholar ", " Scopus " and " Web of Science " in the " Bibliometrics of Ukrainian Science" system and the rating of their activities.

***Operational goal 4. Formation of an effective personnel reserve at the departments, a positive scientific image of the University***

3.4.2. Promote the development of student science as a necessary component of the formation of a contingent of postgraduate students and teachers from among the University graduates - forming a network of student science clubs, creating new

university science platforms, ensuring the participation of students, including foreigners, interns, in student science conferences and Olympiads, publishing the results of students' scientific work, recording the scientific activity of higher education applicants, etc.

3.4.3. Conduct preparatory work for the accreditation examination by the National Agency for Higher Education and Science of educational and scientific programs for the training of higher education applicants for the degree of Doctor of Philosophy in the specialties of "Medicine", "Dentistry", "Pharmacy and Industrial Pharmacy" to increase the number of postgraduate students admitted.

3.4.4. Conduct an audit of personnel opportunities for the opening of one-time specialized Academic Councils at the University for the defense of candidate and doctoral dissertations; training of individuals to obtain higher education for the degree of Doctor of Philosophy outside of postgraduate study, opening of doctoral studies, and independent training for the degree of Doctor of Science.

#### **4. Financial and economic activities**

**Strategic goal:** ensuring financial stability and increasing profitability and marginal activity of the University through debt management and improving liquidity, optimizing costs and increasing the efficiency of resource use, ensuring decent working conditions for employees, creating competitive modern conditions for resource and material and technical support of the educational process.

*Key performance indicators:*

*ensuring sustainable development of the University, in particular under martial law;*

*implementation of the approved annual plan for the financial and economic development of the University;*

*achieving the main financial and economic indicators of the state of the University's economic activities at the level of maintaining the University's economic attractiveness in the educational services market, and the ability to fulfill short-term and long-term obligations.*

##### ***Operational objective 1. Improve key financial indicators and ratios***

4.1.1. Ensure effective management of assets, working capital, maximum return on invested capital, absence of cash gaps, reduction of overdue receivables, compliance with financial condition indicators at the level of the following indicators:

profitability index (ratio of profit to costs, which characterizes the efficiency of resource use) – not less than 1.2:1;

current liquidity ratio ( the University's ability to repay its current liabilities using its current assets, the University's ability to promptly fulfill its financial obligations) - in the ratio of 1.3:1;

Debt ratio (the level of debt burden that characterizes the financial stability and solvency of the University) – the ratio of net financial debt to EBITDA not more than 2.5:1;

debt capital ratio (share of borrowed funds in the capital structure of the University) – debt coverage in a ratio of at least 1.3:1.

4.1.2. Ensure the establishment of a competitive fair cost of educational services, the introduction of a flexible system of discounts, grants, and benefits for certain categories of students.

4.1.3. Introduce an additional paid service " Admission " Fee » (entrance fee) for all foreign applicants.

4.1.4. Ensure increased revenue through diversification of funding sources, including grants, partnerships, and commercial projects. Attract external investments and financing for the implementation of targeted projects, ensuring the priority search and establishment of stable relations with the most powerful organizations - grantors ("EBRD", "USAID", "UNHCR", "GIZ", etc.).

4.1.5. Improve accounting and management accounting at the University by implementing and integrating accounting at the Polish campus using the " Revizor " and " Gratyfikant " programs, automatic consolidation of the University reporting. Change the application of the University's accounting principles from National Accounting Regulations (Standards) to International Financial Reporting Standards.

***Operational objective 2. Ensuring sustainable development of the University under martial law.***

4.2.1. Optimize costs: reduce non-targeted costs, introduce energy-efficient technologies, temporarily suspend inefficient projects. Limit additional costs of the University to perform the tasks provided for in this strategy, or redistribute their implementation over time, taking into account the duration of martial law, the need to maintain the break-even point for the implementation of the mission and vision of the University.

4.2.2. Ensure flexible budget planning, create reserve funds to respond to unforeseen situations. First of all, distribute profitable funds for the implementation of the University development expenses in order to achieve the goals set by state standards for the training of higher education applicants and interns, the creation (modernization) of university clinical centers, laboratories (equipment), and the encouragement of the administrative staff, scientific and pedagogical staff to fulfill the tasks of the University's strategic development.

## **5. Administrative policy**

**Strategic goal:** taking into account external challenges and preventing their negative consequences, excellence, innovation and digitalization of management processes at the University; dedication, integrity, respect and responsibility of the University employees; accessibility of information for participants in the educational process.

*Key performance indicators:*

*implementation of a crisis management strategy;*

*compliance with executive discipline by the University employees;*

*ensuring the assessment of the work of structural units and administrative personnel according to key performance indicators;*

*providing access to all participants in the educational process and administration to the implemented electronic document management system, automated management system, and electronic dean's office, in particular at the Polish Campus;*

*providing access to all participants in the educational process to the updated educational portal and web pages of the University for work in the university-wide computer class;*

*absence of cases of corruption, bullying, harassment; violations of the University employee code of conduct, the code of academic integrity of higher education applicants, safety of the educational environment;*

*stakeholders in the academic councils of the University and faculties.*

### ***Operational objective 1. Modernize the management system at the University***

5.1.1. Develop a crisis management strategy at the University and ensure its implementation when forming basic policies.

5.1.2. Determine the balance of authority and responsibility of employees of the University's administrative apparatus in order to achieve coordination of human , financial , and technological resources necessary for the effective performance of tasks in implementing the anti-crisis management strategy.

5.1.3. Develop a comprehensive marketing strategy, implemented through an appropriate structural unit, staffed for this purpose, which will have an expert role in developing, organizing, and prioritizing the most competitive offers of the University's activities to position the University on the national and international market of educational services.

5.1. 4. To form and approve key performance indicators (KPE) of structural units and administrative personnel (by position), aimed at strengthening the requirements for the quality of work and executive discipline of employees, motivation to work in accordance with the University's anti-crisis management strategy, vision, mission and values, as well as to ensure the use of approved KPEs in practical work.

### ***Operational objective 2. Modernize the University's information platform to ensure direct, efficient, and easy access to information relevant to the administration and members of the academic community***

5.2.1. Implement an electronic document management system, automated management system (ACS).

5.2.2. Centralize electronic services at the University, ensure the functioning of the electronic dean's office system.

5.2.3. Implement a policy for maintaining and storing the University's basic statistical and analytical data as a basis for making future strategic and management decisions.

5.2.4. Update the University's educational portal taking into account the vision, mission, values of the University and this strategy, and the requirements of the National Academy of Sciences of Ukraine.

5.2.5. Equip the university-wide computer classroom, equip the departments with modern computer and multimedia equipment.

5.2.6. Update the University's web pages: website, YouTube channel, pages on social networks " Facebook ", " Instagram " taking into account the vision, mission, values of the University and this strategy;

### **Operational objective 3. Prevent corruption, support the integrity and safety of the academic environment**

5.3.1. Ensure the improvement and further implementation of the program of anti-corruption measures at the University, the code of conduct for University employees; develop and approve the code of academic integrity for higher education applicants .

5.3.2. Strengthen the role of student self-government at the University by improving functioning and communication mechanisms.

5.3.3. Ensure the safety of the educational environment: implementation of a plan of measures aimed at preventing and combating bullying at the University, socio-psychological counseling of students; carrying out measures to promote a healthy lifestyle, implementing preventive strategies for the formation of life skills, etc.; compliance with the procedure for air alarms at the University, fire safety and labor protection rules.

## **6. International activities and recognition**

**Strategic goal:** to become a national, globally recognized leader in training competitive medical professionals

*Key performance indicators:*

*achieving TOP 100 results in the national ranking and TOP 12,000 in the world ranking « Ranking Web of Universities 20th»;*

*updating educational programs, forming a new University policy in the context of the need for academic recognition in the European Union, taking into account relevant standards and guidelines in practical work;*

*providing all participants in the educational process with access to study and work at the Polish Campus;*

*increasing the volume of admission (renewal, transfer) of foreign citizens each year.*

**Operational goal 1. Full integration of the Polish Campus into the educational and scientific processes of the University (unified academic environment)**

6.1.1. Develop, approve and implement a program for internal academic mobility of students, including foreign citizens, and rotation of scientific and pedagogical staff to work at the Polish Campus.

6.1.2. Develop, approve and implement joint curricula and training programs for higher education applicants, interns, and industrial practice, taking into account the opportunities for study at the Polish Campus .

6.1.3. Take into account the possibilities of conducting scientific work at the Polish Campus when developing and approving the Plan for conducting scientific research and development carried out at the University.

6.1.4. Implement a modernized University information platform to ensure direct, efficient and easy access to information relevant to the administration and members of the academic community on the Polish Campus.

***Operational objective 2. To ensure international recognition of the professional training of higher education students at the University and to improve the academic position of the University in international rankings of higher education institutions***

6.2.1. Ensure work on concluding cooperation agreements with foreign partner institutions in accordance with the mission, vision, values, and development strategy of the University in order to improve the international rating indicators of the University's activities.

6.2.2. When updating educational programs, take into account the European Guide to the Recognition of Higher Education Institutions on the practice of recognizing qualifications in all European countries based on jointly agreed standards and guidelines, published on the joint website of the ENIC (European Network of Information Centers) and NARIC (National Academic Recognition Information Centers in the European Union) networks at <https://www.enic-naric.net/page-homepage>.

6. 2.3. Conduct ongoing work with foreign educational, professional, public organizations, institutions, and embassies of foreign countries to highlight innovative areas of the University's activities, in particular the activities of the Polish Campus.

6.2.4. Promote the publication activities of the University's scientific and pedagogical staff in scientific publications included in the " Scopus " and " Web" databases. of Science", participation in international grant-funded scientific research, educational projects, presentation of various areas of the University's activities abroad.

## **7. Clinical and expert activities**

**Strategic goal:** to become a guarantor of providing quality medical services, to transform the healthcare system and higher medical education in accordance with European standards

*Key performance indicators:*  
*participation in clinical work of all scientific and pedagogical employees of the clinical departments of the University;*

*participation of scientific and pedagogical staff of the University in the development (updating) of standards and treatment protocols, clinical guidelines; the work of clinical expert and certification commissions of the Ministry of Health, structural units on health issues of state administrations, participation of the University's scientific and pedagogical staff in the development (updating) of higher education standards, accreditation examinations, and licensing of educational programs; creation of university medical centers and pharmacies.*

***Operational objective 1. Increase the number of scientific and pedagogical staff involved in clinical work and clinical services provided***

7.1.3. Ensure cooperation with healthcare and educational institutions, structural units on healthcare issues of the Kyiv regional, city and district state administrations regarding the involvement of scientific and pedagogical employees of the University in medical work, in particular, in conducting screening preventive (prophylactic) examinations, research, etc.

7.1.4. To work out the issue of creating our own university medical centers and pharmacies and ensure the creation of these centers in accordance with the procedure established by law, provided that there are conditions for financing ( co-financing ).

***Operational objective 2. Creating conditions for expert recognition of the University's scientific and pedagogical staff in the educational and professional environment***

7.2.1. To promote the participation of scientific and pedagogical staff of the University in the work of the Ministry of Health of Ukraine, structural units on health issues of state administrations, professional medical and pharmaceutical societies on issues of personnel certification, provision of expert opinions, development (updating) of new standards, treatment protocols and clinical guidelines.

7.2.2. Promote the participation of scientific and pedagogical staff of the University in the work of the Ministry of Education and Science of Ukraine, the National Agency for Higher Education and Science on the development (updating) of new standards of higher education, licensing and accreditation of educational programs.

7.2.3. Implement and ensure administrative control and accounting of applications submitted by scientific and pedagogical workers for the inclusion of scientific reports in the List of scientific (scientific and technical) products intended for the implementation of achievements of medical science in the field of healthcare, of the Testing Center of the Ministry of Health of Ukraine.

7.2.4. Provide administrative control over the receipt by scientific and pedagogical employees of the required number of points for participation in continuous professional development activities in accordance with the legislation.

7.2.5. Organize a university system for conducting continuous professional development activities for the needs of timely improvement of medical and pharmaceutical qualifications of scientific and pedagogical employees of the University in all specialties in accordance with the legislation.

7.2.6. Organize a university system for conducting pedagogical qualification improvement activities for the needs of scientific and pedagogical employees of the University in accordance with the legislation .

### **III. EXPECTED RESULTS OF STRATEGY IMPLEMENTATION**

The implementation of this strategy - the actual achievement of the declared mission, taking into account the vision and values, will ensure the further sustainable development of the University, provided that it receives international technical and financial assistance, successful financial activities, administrative and marketing anti-crisis policies of the University, and the integration of the Polish Campus into all academic processes of the University.

These goals will be achieved by implementing comprehensive structural and functional changes in the organization of the University's work:

1) reforming the system of monitoring the quality of education and methodological support of the educational process, taking into account the need to constantly update the content of education in accordance with constant innovations in the field of healthcare and higher education;

2) reforming personnel policy, administration and management; digitalization of processes; implementation of an anti-crisis management strategy;

3) introduction of a system of rating remuneration for scientific and pedagogical employees and assessment of key performance indicators;

4) opening of new structural units, in particular a professional college, university medical centers and laboratories, and pharmacies;

5) introduction of new educational programs and forms of training; international accreditation of educational programs;

6) introduction of a university system for conducting continuous professional development activities to ensure the needs of timely improvement of medical and pharmaceutical qualifications of scientific and pedagogical staff of the University;

7) introduction of a university system for conducting pedagogical qualification improvement activities to meet the needs of the University's scientific and pedagogical staff in accordance with the legislation;

8) ensuring international cooperation with partner institutions and organizations, international recognition of professional training of higher education applicants in order to improve the academic positions of the University in international rankings of higher education institutions and obtain additional investments; academic recognition in the European Union;

9) increasing the number of higher education applicants – domestic and foreign citizens, participants in continuous professional development events and students;

10) meeting the needs of the practical healthcare sector.