



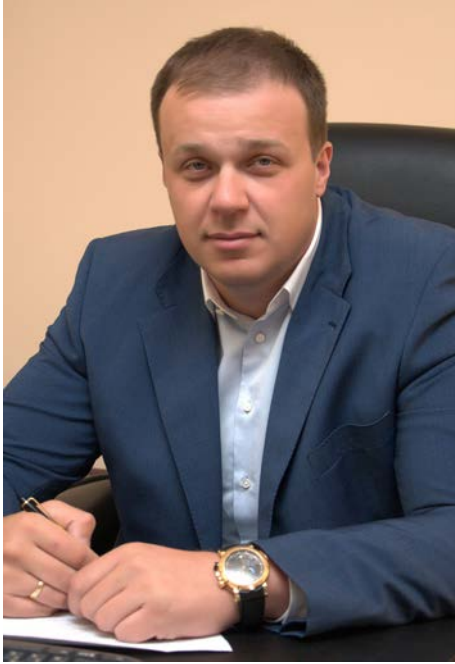
Interregional  
Academy  
of Personnel  
Management

IAPM

# Sustainability Report 2024

# GOALS





## Rostyslav Shchokin

President

The Interregional Academy of Personnel Management (IAPM) is an active promoter of the challenging 2030 Agenda for Sustainable Development.

The Academy is constantly implementing the 17 Global Sustainable Development Goals (SDGs), which were adopted by 193 United Nations Member States in 2015, in all aspects of its activities.

We are deeply convinced that the implementation of the targets to address the global challenges set out in the 17 SDGs will ensure the prosperity of our planet and all humankind!

Therefore, IAPM is strongly committed to pushing forward sustainability priorities on its campus and in its community through research, teaching and learning, innovation, international partnerships, support for sport and wellness, and community and volunteering efforts.

Sustainability is defined as one of the main principles in our Sustainability Strategy, approved by the Academic Council on 5 July 2023.

On 4 June 2021 the IAPM Net Zero Declaration was signed and we plan to achieve carbon neutrality by 2030.

IAPM is a member of the Higher Education Sustainability Initiative (HESI) and one of the signatories to the SDG Accord. Participation in these programmes allows the Academy to compare its performance with peers, learn and share best practices in achieving the Sustainable Development Goals.

IAPM is the unique higher education institution in Ukraine that has received the Platinum Certificate of the FISU Healthy Campus Programme (FISU, *fr.* Federation International du Sport Universitaire, *eng.* International University Sports Federation). Currently, only 68 universities in the world have this level of certificate. Based on 100 criteria developed by the world's leading experts, universities are assessed in seven areas: physical activity and sport; nutrition; disease prevention; mental and social health; risk behaviour; environment, sustainable development and social responsibility; and healthy campus management.

It is a great honour for the entire team of the Academy to be awarded recognition of our efforts and to be newly ranked in the Times Higher Education Impact Rankings 2024, according to which IAPM was placed among the top one thousand higher education institutions globally and ranked third among Ukrainian universities.

In 2025, the Interregional Academy of Personnel Management has demonstrated further progress, moving up to the second position among Ukrainian higher education institutions in the updated THE Impact Rankings 2025, thereby confirming the effectiveness of its sustainability strategy and continuous development in the fields of education, research, and community engagement.

We express our sincere gratitude to Times Higher Education for its recognition of the Academy's achievements and for its continuous efforts to advance modern standards of institutional evaluation, which promote excellence in academia, research innovation, and the creation of a positive, inclusive, and sustainable environment within higher education institutions worldwide.

This report offers a brief insight by way of an overview of our efforts to establish a solid foundation for the future. IAPM has been and will continue to work towards a just world where all people can prosper!



**2025 Ranking**

601–800

**2024 Score**

63.6

## Our Strategy

Personnel management is an important component of the Academy's corporate culture. This is a process aimed at improving the qualifications and professional development of all employees of the Academy. The main aspects of staff development at the Academy include:

- **Education and training programs** – providing access to various training programs, courses, seminars and trainings that contribute to the improvement of professional skills and knowledge of employees;
- **Mentoring and guidance** – providing support and guidance to new employees to help them adapt to the work environment and develop professionally;
- **Evaluation and feedback** – conducting regular evaluations of work and training of employees, as well as providing.

The quality of education is one of the most important components of academic activity. To ensure the quality of education, the Academy can implement the following approaches and practices:

1. Development and implementation of relevant and competency-oriented educational programs that meet the modern requirements of the labor market and the development of science.

2. Availability of highly qualified and experienced teaching staff who have not only academic knowledge, but also practical experience in the relevant field.

3. Providing access to modern educational materials, laboratory equipment and infrastructure necessary for quality education and research.

4. Using a variety of teaching and assessment methods that allow students to develop critical thinking, creativity and practical skills.

5. Systematic assessment of the quality of education through the involvement of external experts, the implementation of student and graduate questionnaires, as well as the monitoring of study results and graduates.

6. Providing opportunities for professional development of teachers, as well as supporting students in developing their potential through scientific circles, internships and practice.

7. Creating an atmosphere of mutual respect, promoting student participation in scientific events and conferences, as well as supporting their active participation in the educational process.

Research is an important component of the Academy's activity, which contributes to the development of science, the discovery of new knowledge and innovative solutions. Academies are engaged in research in various fields of knowledge, including science, technology, medicine, humanities and social sciences.

Social responsibility is an important aspect of the Academy's activity, which is aimed at interacting with the public, developing cooperation with stakeholders, and making a positive impact on society.

The Academy's Sustainability Strategy is an important tool that can help the Academy achieve its goals in the field of sustainable development and make a positive contribution to society.

The Academy's sustainable development strategy is developed with the participation of all stakeholders of the Academy, including students, teachers, employees, as well as the local community. The strategy will be regularly reviewed and improved to meet the changing needs of the Academy and society.

The Academy's sustainable development strategy has a number of advantages for the Academy, including:

- Improving the academic reputation of the Academy;
- Reduction of costs of the Academy;
- Improving the health and safety of students, teachers and employees of the Academy;
- Increasing the involvement of the local community;
- Impact on global issues such as climate change and poverty.



# THE Impact Rankings 2025



Interregional Academy  
of Personnel Management



Times Higher Education  
Impact Rankings 2025

**Top 601–800 in the world out of 2380+ universities**



55th in the World



1st in Ukraine



70th in the World



1st in Ukraine



90th in the World



1st in Ukraine



96th in the World



1st in Ukraine



(101–200) in the World



1st in Ukraine



(101–200) in the World



1st in Ukraine



(101–200) in the World



1st in Ukraine

## VOLUME AND SHARE OF RESEARCH

	Number of Ukraine publications 2020–2024	Number of IAPM publications 2020–2024	IAPM publications as % of Ukraine publications 2020–2024	Rank among Ukraine universities by number of publications 2020–2024	Field-Weighted Citation Impact 2020–2024	Publications of IAPM in top 10% journal percentiles	IAPM publications co-authored with international researchers
<b>SDG 1:</b> No Poverty	600	26	4,33%	7	0,83	1	5
<b>SDG 2:</b> Zero Hunger	1630	29	1,78%	14	1,51		9
<b>SDG 3:</b> Good Health and Well-being	12012	31	0,26%	62	1,37	1	8
<b>SDG 4:</b> Quality Education	3260	103	3,16%	11	2,05		18
<b>SDG 5:</b> Gender Equality	652	14	2,15%	16	0,67		2
<b>SDG 6:</b> Clean Water and Sanitation	1865	12	0,64%	48	1,81		3
<b>SDG 7:</b> Affordable and Clean Energy	5367	40	0,75%	55	1,18	2	16
<b>SDG 8:</b> Decent Work and Economic Growth	4319	194	4,49%	7	1,28	3	39
<b>SDG 9:</b> Industry, Innovation and Infrastructure	5823	141	2,42%	12	1,01	1	36
<b>SDG 10:</b> Reduced Inequality	2061	74	3,59%	8	1,31		17
<b>SDG 11:</b> Sustainable Cities and Communities	2602	23	0,88%	37	1,13		7
<b>SDG 12:</b> Responsible Consumption and Production	2353	62	2,63%	13	1,09	1	17
<b>SDG 13:</b> Climate Action	1597	34	2,13%	14	1,44	1	11
<b>SDG 14:</b> Life Below Water	614	3	0,49%	54	1,97		1
<b>SDG 15:</b> Life on Land	1577	15	0,95%	32	0,58		4
<b>SDG 16:</b> Peace, Justice and Strong Institutions	2585	116	4,49%	6	0,93	2	9
<b>SDG 17:</b> Partnerships for the Goals	*	*	*	*	*	*	*
<b>All SDG's</b>	<b>35764</b>	<b>554</b>	<b>1,55%</b>		<b>1,29</b>	<b>12</b>	<b>208</b>

\* Elsevier don't map research keywords against SDG 17. These figures are the total for SDGs 1–16 and show the extent of our research partnerships across all goals.



## RESEARCH

According to the UN methodology, more than 60 % of population in Ukraine is considered as poor. The IMF also considers Ukraine to be the poorest country in Europe in terms of gross domestic product per capita and salary levels.

In addition, according to the results of a nationwide sample survey of the socioeconomic status of households, conducted jointly by Unicef, KfW and the Ministry of Social Policy of Ukraine, in February 2024, due to the war, the proportion of poor people increased by 1.7 times (from 20.6 to 35.5 %) in 2023.

Number of students  
**6729**

The Interregional Academy of Personnel Management (IAPM) actively contributes to SDG 1 “No Poverty” by providing tuition discounts for low-income students, supporting socially disadvantaged groups, offering affordable housing, financial aid, and services. Faculty members are involved in policy development to combat poverty.

### Key initiatives and programs

**Tuition fee discounts & Loans.** Socially disadvantaged groups of students may individually apply to the academy’s management for: 1) a certain percentage of discounts in tuition fees; 2) the possibility of installments in tuition fees for up to



Number of low income students receiving financial aid

**6460**



10 years; 3) permission to study for free. **Standard groups that receive discounts:**

Category	Discount	Conditions
winners (1–3 place) of all-Ukrainian and international competitions	100 %	during the studies at the Academy
in case of signing a contract with the Academy on the Doors Open Day	20 %	one-time discount
in case of registering online and signing a contract	20 %	one-time discount
employees of the Academy and their families	10 %	for each full year of the employee's employment with the Academy
all graduates of the Academy	10 %	permanent discount on tuition fees for further study at IAPM
students who simultaneously study at the Academy in two or more specialties	10 %	permanent discount
simultaneous study at the Academy of members of the same family	10 %	permanent discount

Every month IAPM organizes **Charity Days**, where we provide individual information about financial support and many other issues for our potential students. Low-income students have access to **Educational Loans**, that can cover either full or partial tuition fees and are offered without paying interest for using such a loan. During the 10 months before enrolling in higher education at the bachelor’s level, applicants have the opportunity to improve their knowledge through **Preparatory programs**, which are free for people from families with the lowest income level.

For the employees IAPM provides individual social assistance and bonuses to the salaries.

### Affordable study process

The Academy provides **Affordable Accommodation** in academic dormitories located on the territory of the IAPM. The cost of living in these dormitories is significantly lower than the market price.



To ensure that students can receive quality and [Affordable Meals](#), cafeterias operate on IAPM campuses, offering food at reasonable prices. Students from low-income families can benefit from discounts on dormitory housing and subsidized meals in the Academy's cafeterias.

**Free Access** to the Academy's library, electronic libraries, research databases, and other educational platforms are provided. The Academy offers essential supplies and specialized equipment for certain fields of study.

[Employment Opportunities](#). This offers valuable professional experience and helps students manage their financial burdens during studies. The IAPM gives students, who demonstrate financial need, opportunities to work on campus part-time during the fall/winter terms and part- or full-time over the summer. There are more than 200 jobs available with more than 50 different IAPM departments. IAPM organizes **Career Days** students can be engaged for internships, training and potential future employment by local community entrepreneurs.

### Engagement and impact for community

**Hygiene and Sanitation.** IAPM twice per academic year conducts programs on oral hygiene and prevention of communicable diseases in local schools. Every month about 100–150 IAPM students and staff volunteers conduct cleanliness drives involving focused on eliminating non-biodegradable waste in Holiivska Community and also in Yahotyyn region. IAPM provides [Free Dental Treatment](#), [Free Vision Check up](#), [Annual Free Fluorography](#), [Consultations on Sexual and Reproductive Health-Care](#), Vaccination Campaigns, [Mental Health Screening](#).

**Housing.** One of the buildings (building 20) IAPM has converted into housing for members of

the Holiivska Community who need it. First of all, these are the elderly people and people with disabilities. Currently, 20 families live in building 20 IAPM.

**Legal Assistance.** IAPM operates a [Legal Clinic](#) that provides free legal support to students and local community, especially regarding the rights of low-income individuals.



**Psychological Support.** Students and local community facing emotional or psychosocial challenges due to financial stress can access free [Psychological Counseling Services](#).

**Local start-up assistance.** [TRAINING COURSE «CREATING OWN BUSINESS»](#) focuses on local community members, including beginners who want to start their own business and emphasizes practical knowledge and entrepreneurial competencies, preparing graduates to contribute to local economic development. IAPM in collaboration with the [Association of Organizations of Employers of Ukraine \(AOEU\)](#) organize sessions featuring industry experts who share valuable insights and best practices. The [Center for Organization of Scientific Work IAPM](#) provides comprehensive support that includes mentorship for grant applications. The Center is offering free access to modern research equipment and facilities, as well as library resources, including electronic ones.



## RESEARCH

IAPM conducts applied research and implements data-driven practices to address food waste as part of its contribution to SDG 2. Through the Food Waste Management program, the Academy monitors food waste generated across its canteens.

To support ongoing research and institutional learning, IAPM has established a Waste Management Commission. The Commission conducts food waste tracking, using daily weighing to adjust supply based on real consumption. Data are publicly available on website

A food waste shredder has been installed to enhance recycling and minimize landfill contribution. The Commission integrates practical data collection into operational practices, contributing to research on the environmental impact of food systems.

The effectiveness of these initiatives was acknowledged by the Holoziivskyi District State Administration in Kyiv, which recognized IAPM's "Project for the Implementation of Separate Collection of Household Waste in the Capital." These efforts not only reduce food waste but also create research opportunities in sustainable consump-

tion and circular economy models within higher education institutions.

The Laboratory of Robotics and Artificial Intelligence is conducting research to create autonomous robots that can harvest crops, including fruits and vegetables, to help farmers reduce their dependence on manual labor and cut harvesting costs.

Academy research laboratories conducted a series of analyzes of plant stocks, which allowed local farmers to better understand which plant varieties are most resistant to pests and climatic conditions.

The Interregional Academy of Personnel Management (IAPM) supports SDG 2 "Zero Hunger" through sustainable dining practices and hunger prevention. Future catering contracts will include food waste monitoring. In partnership with the Student Council, IAPM is developing food vouchers for low-income students. Dining halls offer ecological, vegetarian, vegan, and religiously sensitive options, with regular food safety inspections and staff training. IAPM promotes sustainable agriculture through faculty research, student lab work, and excursions to food industry enterprises. The Academy aims to strengthen its lab and tech resources and follows a sustainable procurement policy prioritizing low carbon emissions, fair competition, cost-effectiveness, and local suppliers.

Number of graduates from agriculture courses including sustainability aspects

**2895**



### Key initiatives and programs

#### Hunger prevention program.

The Academy implements a comprehensive institutional framework to prevent and mitigate student food insecurity and malnutrition, which are established at [The Student Hunger Intervention Programme of the IAPM](#), developed in cooperation with the [IAPM Student Council](#). The Programme is available on website until next review.

The Academy supports low-income students by providing them with vouchers for discounted meals in academic canteens. The Academy covers part of the cost of meals, allowing students to

pay only 22 % of the total cost of meals. For example, a lunch in the canteen can cost students about 53 UAH (1.2 EUR), making meals affordable for most. The Interregional Academy of Personnel Management also has a special discount system for employees, which can significantly reduce food costs.

**Sustainable nutrition.** Academic catering facilities offer sustainable food options, including vegetarian and vegan. This shows a willingness to provide environmentally friendly food options. The Interregional Academy of Personnel Management is dedicated to providing its academic community with healthy, hygienic, and affordable food options on campus. This initiative aligns with the Academy’s commitment to sustainability, public health, and the well-being of students,



faculty, and staff. In accordance with [Strategy of sustainable development of the Interregional Academy of Personnel Management](#) IAPM has developed [GENERAL REQUIREMENTS FOR RATIONAL NUTRITION OF STUDENTS](#)

**Food safety and education.** Academic canteens prioritize food safety and are regularly inspected by the State Service of Ukraine for Food Safety and Consumer Protection. In addition, employees receive ongoing training to maintain high food safety standards.

The Academy invests in training procurement teams, catering managers, and chefs on sustainable food systems, nutrition security, and climate-smart agriculture. The Research Center leads projects on agroecological transition, sustainable crop protection, and improving access to nutritious food to reduce food insecurity among students and staff.

**Sustainable Procurement Policy.** The Academy’s procurement decisions are guided by the Sustainable Procurement Policy, which emphasizes reducing carbon emissions, promoting fair competition, assessing costeffectiveness, and prioritizing local suppliers. The Policy is reviewed annually and is open to public access on website.

Campus population  
**15892**

## Engagement and impact for community

**Commitment to sustainable agriculture.** Faculty, graduate and doctoral students conduct applied research and implement advanced agritech solutions to support local farming communities.

The Laboratory of Robotics has developed:

- Automated irrigation systems, reducing water use and increasing crop productivity;
- Predictive algorithms for crop yield forecasting using climate, soil, and environmental data;
- Precision farming technologies for real-time monitoring of soil, weather, and plant health.

The 3D Modeling and Computer Graphics Lab created:

- Custom spare parts for farm equipment using 3D printing, reducing downtime and repair costs;
- Prototypes of automated greenhouses for year-round crop production with low energy consumption;
- Eco-friendly packaging made from biodegradable materials, reducing plastic use.

The Academy conducts **Workshops for local farmers** on using drones for crop monitoring, fertilization, and plant protection; A **demonstration of vertical farming** in urban areas to maximize yield in limited space with minimal resource use. Institute of Adult Education conducts courses [“Principles of business management, developing a marketing plan, controlling risk, obtaining financing for local farmers”](#). Annually Academy conducts [Urban Beekeeping Program](#).

Through these initiatives, IAPM strengthens local food systems, supports smallholder farmers, and promotes innovation for sustainable, efficient, and resilient agriculture.

**Industry co-operation.** The Academy cooperates with companies in the food industry, providing students with the opportunity to gain real-world experience and exchange knowledge. Alumni working in the food industry are also a valuable source of information and knowledge transfer.



# 3 GOOD HEALTH AND WELL-BEING



**Progress**  
6.4

**2025**  
Ranking  
**401–600**  
Score  
**63.2**

**2024**  
Ranking  
**601–800**  
Score  
**56.8**

## RESEARCH

One of the Academy’s recent studies analyzed the importance of psychological assistance for the social adaptation of HIV-infected patients. The empirical base included 30 medical records of inpatients, mostly of working age (average 28.5 ± 5.5 years).

The results showed that patients who received psychological counseling immediately after diagnosis demonstrated lower anxiety levels, better treatment compliance, and faster social reintegration compared to those who refused psychological help.

The study concludes that psychological assistance is critical at all stages of HIV diagnosis and treatment – helping to prevent depression and suicidal tendencies, enhance adherence, and support peer-to-peer engagement, ultimately improving quality of life and treatment outcomes.

This research underscores IAPM’s ongoing commitment to evidence-based health research, mental well-being, and community support systems.

The Interregional Academy of Personnel Management actively contributes to Sustainable Development Goal 3 – Good Health and Well-Being through extensive partnerships at local, national, and international levels. Collaborating with hospitals and healthcare organizations, IAPM supports military personnel and internally displaced persons.

Recognizing the importance of physical education and sports for a healthy lifestyle, IAPM supports student-athletes – including European, world, and Olympic champions – among its 20,000 students.

The key principle is universal health coverage, which includes access to all services for students, staff and local community, occupational health measures and digital health consultations.



Collaborations with health institutions

17



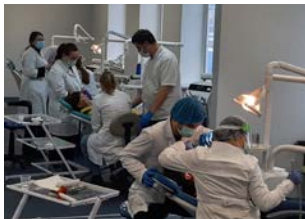
## Key initiatives and programs

**Mental health support.** The Psychological Service provides the creation of conditions for good mental health, development, maintenance of a productive and healthy atmosphere in the learning environment, increasing the level of stress resistance in the face of modern challenges, as well as the implementation of developmental, preventive, educational, correctional programmes, taking into account the individual, gender, age characteristics of students and all employees of the institute in terms of mental health.

**Reproductive health & Nutrition.** IAPM provides access to sexual and reproductive health services, dental services for students and employees, as well as information and awareness campaigns that are provided free of charge.

The Academy controls the availability of sustainable food choices. Food providers of campus offers a selection of healthy, affordable, and eco-friendly products, organic snacks, plant-based alternatives, encouraging students to keep healthy diet and prevent obesity.

**Smoke-free policy.** IAPM has implemented a strict smoke-free policy on its campus, promoting a safe and healthy environment for all by prohibiting smoking in academic buildings, dormitories and other premises. The Academy has taken security measures in the dormitories, including the installation of monitoring devices such as fire alarms, smoke detectors and surveillance cameras to quickly detect and respond to possible emergencies.



### Physical culture and sports

IAPM does a lot of work to promote a healthy and sporty lifestyle. The Academy has significant achievements in involving children, students, its employees and ordinary citizens in physical education and sports. The Academy has a developed sports infrastructure that is accessible to the local community.

Sports at the Interregional Academy of Personnel Management are an important component of the educational process, contributing to the physical and psychological development of students. A wide selection of sports disciplines, high-quality equipment and qualified coaches create the best conditions for each student to find their own path in the sports world and achieve success at the professional level. The main activities of the Department of Physical Education and Sports are aimed at: organizing and conducting the work of 16 sports and recreation sections. Classes and training are conducted by 16 highly qualified coaches, 6 of whom are Honored Coaches of Ukraine and Honored Masters of Sports.

### Engagement and impact for community

IAPM has established a wide range of partnerships at the local, national and international levels, working with hospitals, healthcare organizations and non-governmental organizations to improve health and well-being outcomes.

In order to improve health and well-being outcomes, including identifying opportunities for joint research, active internships for faculty and students of [the Institute of Medical and Pharmaceutical Sciences](#), obtaining them clinical skills, organizing joint events, workshops and training programs to support the advancement of medicine, the Academy has a significant number of partners among the health institutions. Partner institutions with which Institute of Medical and Pharmaceutical Sciences of IAPM has concluded agreements, that are published in open access.

The [IAPM Legal Clinic](#) and the IAPM Volunteers Program play a key role in community engagement and social support. Over 1,000 student volunteers participate annually in public health campaigns, awareness initiatives, and social assistance projects, fostering social inclusion and improving the well-being of vulnerable groups.

The Academy provides free medical consultations through its [Academic Clinic](#), where Doctor N. G. Tverdokhlib offers daily appointments on sexual and reproductive health care, disease prevention, and mental well-being. All consulta-



tions are available for local community and free of charge and to every student, ensuring equal access to health services and early intervention when needed.

IAPM regularly organizes open lectures and workshops on sexual and reproductive health, preventive medicine, and healthy lifestyles, delivered by medical experts and public health specialists. These educational sessions aim to raise awareness, reduce stigma, and promote responsible health behavior among young people and the broader community.

Additionally, the Academy offers an academic course – [“Fundamentals of Sexology”](#) – designed to enhance health literacy, understanding of human sexuality, and prevention of reproductive health disorders. This course helps students gain both theoretical knowledge and practical skills to maintain and protect their own health and well-being.



**2025**  
Ranking  
**301–400**  
Score  
**62.7**

**2024**  
Ranking  
**801–1000**  
Score  
**44.3**

## RESEARCH

Despite the challenges caused by the pandemic and the ongoing war, Ukraine’s higher education system has demonstrated resilience and adaptability, ensuring the continuity of learning under complex conditions. Research focuses on developing innovative approaches to personnel management and leadership in universities, aimed at improving institutional sustainability and the quality of education.

Studies highlight the creation of talent pools and university career centers as effective tools for identifying, supporting, and motivating academic and administrative staff. These mechanisms enhance professional development, foster sustainable leadership, and strengthen institutional capacity to respond to educational challenges.

Further research emphasizes the importance of supplementary education programs for university managers, which promote lifelong learning, leadership development, and innovation in management practices. Such initiatives contribute to more inclusive, equitable, and high-quality higher education systems.

At the student level, research indicates that 85 % of students express a positive attitude toward peers with inclusive needs. While some report communication challenges, they demonstrate readiness to adapt and maintain non-discriminatory engagement, reflecting progress toward inclusive and accessible education environments.

The Interregional Academy of Personnel Management – the largest and oldest private higher education institution in Ukraine – is deeply committed to advancing Sustainable Development Goal 4: Quality Education through inclusive, equitable, and accessible learning for all. Licensed by the Ministry of Education and Science of Ukraine, IAPM holds the highest (IV) level of accreditation and issues state-recognized diplomas. It is also included in the World Higher Education Database (IAU/UNESCO).

IAPM integrates a wide academic network that includes the Kyiv Campus and over 40 regional institutes and branches across Ukraine. More than **2 300 lecturers** ensure the quality of education, with **80 % holding doctoral or candidate degrees**. The Academy offers programs for undergraduate, graduate, postgraduate, and doctoral studies, as well as distance and professional education.

The entire infrastructure meets European standards, featuring educational buildings, a modern library and information center, medical facilities, sports complexes, student dormitories, and a digital learning environment supported by campus-wide Wi-Fi.

### Key initiatives and programs

**Educational programs.** IAPM has 11 educational programs for bachelor degree, 13 educational programs for master that address sustainability and the SDGs degree. The Academy also provides opportunity to study in European universities under double diploma programs and under academic mobility programs.

**Resources & Inclusiveness.** IAPM provides extensive academic and research resources, including libraries, museums, studios, and laboratories that

**400000**  
volumes of  
educational  
literature



promote innovation and intellectual exchange. The Yaroslav the Wise International Library and Information Center holds more than 400,000 volumes of educational literature, offers access to an electronic library and modern IT tools, and supports independent research through the Automated Library Information System (ALIS “UFD/Library”).

The Academy regularly organizes lectures, master classes, conferences, debate clubs, and intellectual competitions to foster public dialogue and lifelong learning.

In line with its [Policy of Non-discrimination](#), IAPM ensures that all educational programs are accessible without discrimination based on ethnicity, religion, gender, disability, or immigration status. The Academy’s anti-harassment and non-discrimination policies (provided in open access) safeguard equal opportunities for all members of the community.

**Professional Development & Employment.** The Institute of Distance Learning, foreign language and computer courses, and [postgraduate programs](#) expand educational opportunities and support professional development. Moreover, IAPM continuously evaluates the quality of education through the [Center for Quality Control of Educational Services](#), which collects feedback from students, graduates, and employers to improve teaching standards.

[Center of Coordination of Work with Educational Institutions](#) promotes quality education and graduate employability in line with SDG 4. The Center provides consultations for applicants, students, and graduates on internships, career development, and employment opportunities.

Using the IAPM student and alumni database, the Center facilitates the timely recruitment of candidates for academic and partner institution vacancies and strengthens cooperation with organizations to create new job opportunities and internship programs. The Center actively builds partnerships with potential employers, maintains an updated list of industrial internship placements, and supports skills development and lifelong learning among students and graduates.

A key initiative is the annual Job Fair, which connects students and graduates with employers, presents current vacancies, and allows participants to submit resumes and engage in direct recruitment, enhancing career readiness and employability outcomes.

## Engagement and impact for community

**International cooperation.** IAPM’s engagement extends beyond Ukraine through international academic partnerships that promote global knowledge exchange and enhance access to educational resources.

The Academy is a member of Higher Education Sustainability Initiative (HESI), [Climate Ac-](#)

[tion Network for International Educators – CANIE.](#)

IAPM has 11 partner universities in 5 countries.

**Lifelong Learning.** IAPM promotes inclusive and quality education through social, cultural, and humanitarian projects for local community that connect learning with well-being. The Academy collaborates with schools, lyceums, and colleges to foster lifelong learning and youth engage-

ment. Faculty and students lead educational outreach on Sustainable Development and career planning, enhancing skills development and awareness of global challenges. Regular public lectures, conferences, and partnerships support



knowledge exchange are conducted on campus and the [outcome](#) is highlighted on website.

**Measurements.** The Academy ensures quality education through a comprehensive assurance system. The academic performance of teachers, departments, and institutes is annually evaluated by a rating group based on established quality criteria. The Center for Quality Control of Educational Services monitors the effectiveness of academic units in line with national standards and institutional responsibilities. It also conducts surveys among key stakeholders – students, faculty, administrative staff, graduates, and labor market representatives – to assess learning outcomes and educational relevance.

[The results of the survey in 2024.](#) In open-ended responses, students most often noted the following positive aspects:

- the use of modern teaching methods and technologies;
- the accessibility and friendliness of teachers;
- the clarity of the presentation of the material;
- the practical focus of the courses;
- the convenient organization of the educational process.

Summary Indicator	Result
Overall satisfaction with education	≈90 % – high student satisfaction level
Fairness and transparency of assessment	91 % – students perceive grading as objective
Teacher professionalism and punctuality	86 % – demonstrates strong teaching standards
Willingness to continue studying with current instructors	92 % – high trust and positive institutional image



2025
Ranking 70
Score 69.6

2024
Ranking 601–800
Score 43.2

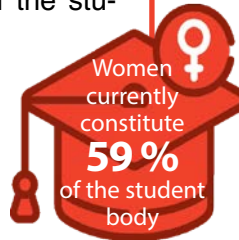
## RESEARCH

The Interregional Academy of Personnel Management systematically collects and analyses gender-disaggregated student data to monitor equity in access, participation, and performance. This research-driven approach supports the identification of potential gender disparities and informs institutional strategies for promoting equality.

Women currently constitute **59 %** of the student body. IAPM’s Admission Policy ensures equal access to higher education without discrimination based on race, color, age, religion, sex, sexual orientation, belief, ethnic or social origin, pregnancy, conscience, culture, birth, or disability.

The Academy employs several measurement systems to track academic performance and participation rates by gender. These data are used to evaluate progress towards gender parity and to inform targeted interventions.

Research outcomes have guided the development of both gender-neutral and women-focused support schemes, including remedial programs that address academic challenges (including support for rural women, women with disabilities, female refugees). Evidence demonstrates that these mechanisms contribute to reducing gender-based performance gaps and advancing equality within the institution.



The Interregional Academy of Personnel Management (IAPM) is committed to achieving Sustainable Development Goal 5: Gender Equality by ensuring equal opportunities, empowerment, and inclusivity for all women and girls across its academic and administrative structures.

The Academy’s **POLICY OF NON-DISCRIMINATION** underpins all institutional activities, ensuring non-discrimination, equal access to education, and safe working and learning environments. The Academy also promotes work-life balance and flexible work practices, including remote and hybrid work options, supporting staff well-being and inclusiveness. In alignment with its **POLICY for the protection of persons reporting discrimination**, IAPM provides secure mechanisms for reporting discrimination and guarantees protection for those who raise such concerns. All Policies are in open access.

Overall, IAPM fosters a culture of gender equality, respect, and empowerment, ensuring that all members of its community – regardless of gender – have the opportunity to learn, lead, and thrive in an inclusive environment.

### Key initiatives and programs

**Child care support.** In case of pregnancy, female students, including PhD students, can take long term leave up from 3 month to 3 years and continue their studies after the leave, joining another cohort for PHD students. Female students with children can benefit from **Child Care services** on campus. IAPM provides access to its own **Kindergarten** and Lyceum.

**Safe campus.** The IAPM provides female-only hostels in territory our campus with strict regulation to protect the female students. The territory of campus are equipped with adequate lighting to facilitate safe movements between the buildings and provide robust infrastructure.

For gender equality & gender justice in all its intervention & practices, women students can contact the **Commissioner for the rights of students of the Academy**.



The IAPM has developed and implemented [Maternity Support Policy](#) that applies to all female employees, academic staff, administrative staff, and students of the Academy. It complies with the Law of Ukraine “On Leaves” and related national legislation.

The IAPM has developed and implemented [Paternity Support Policy](#) that support women’s participation by ensuring that non-gestational parents can participate in childcare duties

**SCHOLARSHIPS.** The Interregional Academy of Personnel Management offers a scholarship for first-year female students. The scholarship is awarded based on the results of a national, multi-subject entrance test. Female students are granted a tuition fee exemption in the amount of 100 to 50 %, depending on their ranking at the time of the admission campaign.

**Empowering women studying abroad.** Every year, 10 IAPM female students receive sponsorship to obtain bachelor’s and master’s degrees abroad.

**Quota for PhD programmes.** A significant annual quota of 10 places for postgraduate studies is allocated to women, with 50 to 100 % of the places allocated to women. This move is aimed at increasing the opportunities for women to contribute to the country’s knowledge and expertise in various fields.

**MENTORING. The MentorSTEM Program** – a mentoring initiative empowering female students in engineering, and technology.

The program offers webinars, trainings, and workshops on leadership, project management, communication, and conflict resolution, fostering essential professional and interpersonal skills. Each participant is paired with a personal mentor – an IAPM expert providing career guidance, exam preparation, and professional support.

MentorSTEM also engages high school students through career testing in IAPM’s computer labs, promoting early interest in STEM. The Academy ensures trust and safety via cooperation with parents, robust security policies, and compliance with national standards.

The program demonstrates IAPM’s commitment to women’s empowerment, inclusivity, and equal access to STEM education.



### **Women’s group “Leaders of Cyberspace”.**

The group was established to empower female students and promote gender equality in STEM and digital technologies. The initiative supports the professional development of women in cybersecurity, enhancing their technical and leadership skills. Participants take part in trainings and master classes on cyber defense, ethical hacking, and data protection strategies, gaining practical experience in identifying and preventing online threats. Members also engage in national and international competitions, demonstrating high levels of expertise, innovation, and teamwork.

**Future Minds Academy Programme.** The Programme engages schoolgirls (grades 7–11) through masterclasses, workshops, and interactive sessions led by IAPM mentors. Participants explore careers in management, IT, law, and other fields, develop leadership skills, and receive practical career guidance.

Key activities include:

- Masterclasses and workshops
- Career counselling
- Research and technology introduction
- Leadership development
- Networking events

### **The Social Project “Path to the Future”**

promotes women’s access to education and employment in underrepresented areas. The Academy has signed over 100 cooperation agreements with Kyiv and regional educational institutions to support this initiative. [The center of practice organization, employment of students and graduates](#) currently carries out this project.

Through these programs, IAPM strengthens women’s empowerment, professional guidance, and equal access to education and career opportunities.

In 2025, the Academy concluded a [Memorandum of Cooperation](#) with the Career Guidance Center.

In 2024, the Academy concluded a Memorandum of Cooperation with Kyiv [Junior Academy of Sciences](#). IAPM, together with the Kyiv JAS, gathered several hundred 10th-grade students from schools in Kyiv and held a competition called the [“IAPM Knowledge Cup”](#), and awarded the most talented with valuable prizes. One of the goals of this event was to encourage women to apply in [subjects in the IT sphere](#).



2025
Ranking 101–200
Score 73.8

2024
Ranking 601–800
Score 29.1

## RESEARCH

Recognizing that over 6 million Ukrainians face challenges in accessing safe drinking water due to infrastructure damage, IAPM partners with national and international research institutions to advance studies in water quality, water resilience, and sustainable access to sanitation. These projects aim to develop innovative solutions for efficient water use, promote safe and equitable access to clean water, and enhance community preparedness for water scarcity and contamination risks.

There are at least 400 ponds in Kyiv. The number of ponds are polluted with petroleum products, which is caused by the growing number of vehicles and by the existence of gas stations and fuel and lubricant unloading points without local treatment facilities in the territory of the Kyiv River Port. The IAPM conducts research and practical initiatives focused on sustainable water management, water security, and reduction of water-related carbon emissions.

IAPM continuously monitors [Water Consumption](#) and leakage across its buildings. Digital water meters, installed in all academic and residential facilities, provide real-time data for detecting over-consumption and preventing waste. The data is in open access on the website. Monthly readings are recorded by IAPM staff and verified

by inspectors, ensuring transparency and accountability. The Academy uses new smart meters in renovated buildings, enabling data-driven optimization of water use and reducing the institution’s carbon footprint.

### Key initiatives and programs

**Water Efficient Appliances.** IAPM promotes conscious water usage on campus through water-efficient appliances on campus. These include water sprinklers and drip irrigation systems, water-efficient commodes, low-flow automatic taps, water dispensers.

The IAPM integrates [the Ablution Water Re-use System](#) and [the Rainwater Harvesting System](#). This water is deployed across our campus network to irrigate our playing fields and gardens.

The campus water tanks can store 17,000 m<sup>3</sup>, but after a week without rain, the supply runs low. To meet water needs during a 250 mm dry period, a 10,000 m<sup>3</sup> catchment (1 ha) is required. An additional 50 m<sup>3</sup>/day of groundwater can be sustainably extracted from a 40 m borehole, along with 1 m<sup>3</sup>/week of greywater and 239 m<sup>3</sup>/week of sustainably collected water, totaling up to 68,000 m<sup>3</sup> of rainwater stored in the aquifer.

**Water-Conscious Planting.** The Academy prioritizes native and drought-resistant vegetation to minimize water consumption and promote ecosystem resilience. Campus green spaces are designed with sustainable water management principles, including:

- Rainwater harvesting for irrigation where possible
- Use of drip and sprinkler systems
- Minimal irrigation during dry seasons due to drought-tolerant plant species

**Water-conscious building standards.** Various methods of water minimization are used, including low-flow devices. The construction of all new buildings complies with water efficiency methods for indoor water use in accordance with all requirements of [the state building standards DBN](#)



[V.2.5.-74:2013 “Water supply, external networks and facilities”](#), [Rules for the Protection of Surface Waters from Pollution by Wastewater](#).

**Awareness Events.** Annual World Water Day organized by [Bureau of Promotion of Sustainable Development Goals](#), promotes clean water access and sustainable water management. The event featured free open lectures and workshops led by the Department of Economics, Management, and Tourism to raise awareness of water conservation, sanitation, and the global challenges of water scarcity.

**Water Conservation Campaign.** 4 times per year students conducts cleaning of local water bodies and surrounding areas, promoting environmental sustainability to conserve the water resources.

### Engagement and impact for community

#### Cooperation & Partnership

[Research Center for Environmental Safety and Sustainable Development](#) collaborates with the [Holosiivskiy District State Administration](#) to implement the Rehabilitation Plan for the River Lybid and Sovski Lake, addressing water quality and ecosystem restoration through the Academy’s Research and Information Network.

In partnership with local authorities, scientists, students, and the community, IAPM organizes environmental clean-ups, tree planting, and awareness campaigns to promote water conservation and sustainable water management.

IAPM also partners with the Ministry of Environmental Protection and Natural Resources of



Ukraine, the Council of Young Scientists, and the [Sea Ports Administration of Ukraine](#) under a memorandum on water security, which includes joint research, trainings, round tables, and student internships preparing future water security specialists.

#### Educational opportunities

[Research Center for Environmental Safety and Sustainable Development](#) of the IAPM actively engages local community of Kyiv through various educational programs and outreach initiatives aimed at promoting good water management practices, especially how to reduce anthropogenic load on the city’s water ponds

[The Comprehensive Urban Target Program for Environmental Well-being of the City of Kyiv for 2022–2025](#) address critical issues like water pollution, raising awareness about preserving water resources.

[Master classes on self-disinfection of water in war conditions](#)

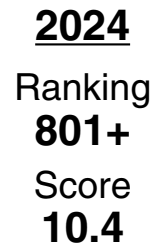
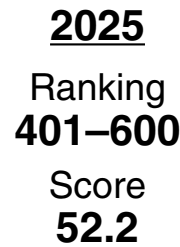
[Ecological club “Young Naturalists”](#)

[Training for civil servants for employees of the State Agency of Water Resources of Ukraine](#)

The initiative of the Council of Young Scientists under the Ministry of Education and Science of Ukraine on environmental protection and countering ecocide

**Free Drinking Water.** The IAPM ensures free access to water coolers and refill stations in every academic building and dormitory. This initiative supports sustainable water management and encourages the use of reusable bottles, reducing plastic waste and fostering environmental responsibility.





## RESEARCH

Researchers at the Interregional Academy of Personnel Management focus on renewable energy, energy efficiency, and decarbonisation in the context of Ukraine’s sustainable development and European integration.

IAPM studies reveal that while CO<sub>2</sub> emissions in Ukraine have recently declined, this trend largely results from reduced industrial activity rather than structural modernization. Scholars highlight Ukraine’s strong potential for expanding solar and wind energy, developing hydrogen technologies, and producing eco-friendly steel.

Research also explores the country’s strategic lithium reserves, essential for electric-vehicle and clean-energy technology production.

Through [scientific publications](#) and international collaborations, IAPM researchers contribute to advancing clean-energy innovation, climate-change mitigation, and evidence-based energy policy.

The IAPM actively contributes to SDG 7: Affordable and Clean Energy, focusing on improving energy efficiency, reducing greenhouse gas emissions, and transitioning to renewable energy sources. The Academy integrates sustainability into its operations, research, and educational programs to foster environmental responsibility across the institution. For this aim the Academy developed and implemented [Policy of sustainable development through accessible and clean energy](#), [Sustainable Investment Policy of the IAPM](#), Policy for 100 % Renewable Energy pledge of the IAPM. All documents are annually reviewed and published in open access.

### Key initiatives and programs

**Energy Efficiency of Buildings.** The IAPM undertakes to use energy-saving materials and technologies in renovations. Solar panels have been installed on the roofs of the Academy buildings. During 3 years, the number and area of solar panels installed at the Academy has been in-



creasing every month. As a result, the volume of “green” electrical energy generated at the Academy has increased, thus reducing the amount of electricity consumption from the network. The reconstruction of existing buildings involves:

- reducing energy consumption and greenhouse gas emissions
- increasing roof insulation
- insulating ventilation ducts
- replacing lighting with energy-saving lamps
- installing thermostatic valves
- installing solar panels for electricity generation
- replacing external joinery with more energy-efficient metal-plastic ones

Energy efficiency certification and audits of buildings are conducted in compliance with:

- Law of Ukraine “On Energy Efficiency of Buildings” No. 2118-VIII;
- State Building Codes V.1.2-11:2021 “Energy Saving and Energy Efficiency”;
- State Building Codes V.2.6-31:2021 “Thermal Insulation and Energy Efficiency of Buildings”.

**Renewable Energy Development.** The Academy made upgrades for transitioning all campus



energy needs (electricity, heating, cooling) to renewable sources.

By switching to hybrid and electric vehicles, fuel consumption (petrol and diesel) has been reduced. Its reduced emissions from 21 tCO<sub>2</sub>e in 2017 to 11 tCO<sub>2</sub>e in 2024.

All lighting fixtures were replaced with energy-saving ones, which amounted to about 6,000 energy-saving light bulbs.

Alternative energy sources (solar thermal panels and charging stations for electric vehicles) are being gradually installed.

This made it possible to reduce the use of electricity from 3648 MWh to 1951 MWh (which reduced emissions from 1532 tCO<sub>2</sub>e in 2017 to 648 tCO<sub>2</sub>e in 2024).

**Emission Reduction and Monitoring.** All IAPM buildings, including academic facilities and dormitories, are equipped with smart monitoring systems that continuously track energy consumption. IAPM conducts quarterly energy audits. These reviews measure the use of electrical appliances, equipment, and building operations (published in open access).

**Sustainable Transport.** IAPM purchased hybrid vehicles for institutional use. Plans in place to fully replace the vehicle fleet with eco-friendly hybrid cars.

### Engagement and impact for community

**Cooperation & Partnership.** At the local level, cooperation with [the The Public Association SMART GRIDS OF UKRAINE](#) has helped nearby schools install solar photovoltaic rooftops and implement LED retrofitting. Collaboration with Kyiv city authorities has advanced district-level renewable energy action plans and energy poverty mitigation programs. Student volunteer groups actively promote household solar adoption, provide education on battery storage, and foster climate-resilient energy practices in rural communities.

In 2024, IAPM, in order to support the local community of Holiivskyi district, developed a Project on Clean Energy and installed renewable energy sources (100 % “green” electricity from solar panels) on the roof of one of the secondary schools of Holiivskyi district.

At the national level researchers of Legal and Con-

sulting Center [“Central Legal Clinic”](#) provide specific expert advice, [scientific and legal expertise](#) to regional authorities and national government. These findings allow to participate in improving legislation, particularly in the field of sustainable energy resources.

**Educational opportunities.** Academic and research activities were supplemented sustainable energy principles, promoting student engagement in climate-related initiatives and green projects, available for local community.

The annual Sustainable Development Day showcases solar photovoltaic microgrids, net-zero energy buildings, and energy access innovations. It includes sessions on decarbonization pathways, clean cooking solutions, and off-grid renewable systems.

In 2024, IAPM hosted the International Forum “Clean Energy & Sustainable Universities”, featuring experts in renewable integration, smart grids, and carbon neutrality planning.

The Affordable and Clean Energy Committee coordinates:

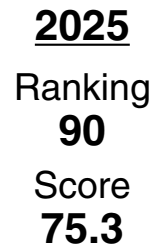
- Educational campaigns on renewable financing, energy justice, and energy transition policies.
- Integration of clean energy technologies into curriculum and campus infrastructure planning.
- Partnerships with industry innovators in solar, battery storage, and hydrogen fuel technologies.

In accordance with Article 9 of the Law of Ukraine [“On Energy Efficiency of Buildings”](#) IAPM developed a special course. The Academy established an Attestation Commission to conduct professional attestation of persons who intend to carry out activities related to [Energy Efficiency Certification](#) and provision of engineering systems.

Energy used from low-carbon sources:

95 %





## RESEARCH

Researchers of the IAPM conduct studies in line with Sustainable Development Goal 8. The role of information and communication technologies in promoting decent work and economic growth in Ukraine was analyzed. The analysis of the country’s information policy revealed that, despite a developed legislative framework and institutional capacity, there remain challenges related to information security, disinformation, and low information literacy among the population.

The research highlights that enhancing digital literacy, online education, and access to modern technologies contributes to the upskilling of workers, the creation of new employment opportunities, and the development of innovative sectors of the economy. These processes stimulate inclusive and sustainable economic growth, reduce unemployment and inequality, and strengthen Ukraine’s progress toward the goals of decent work and social well-being.

Number of employees  
**1 344 39**

The Interregional Academy of Personnel Management is committed to supporting Sustainable Development Goal 8 – Decent Work and Economic Growth by promoting fair, safe, and inclusive working conditions for all. The Academy ensures that workers engaged in outsourced activities receive equal rights and fair treatment comparable to directly employed staff. Management at all levels is responsible for guaranteeing that employees understand and comply with this policy through regular training on issues such as modern slavery, human trafficking, and child labor within supply chains.

The main objectives are to foster a conscious and responsible academic community, prevent discrimination and violence, ensure compliance with Ukrainian legislation on human rights and freedoms, support victims of abuse, and uphold the reputation and integrity of the Academy.

The key principles and obligations on SDG 8 are established in [POLICY sustainable development decent work and economic growth](#), [Policy on combating discrimination and violence](#), [Policy against forced labour, modern slavery, human trafficking and child labour](#), [Policy on guaranteeing equivalent rights of workers when outsourcing activities](#) and [COLLECTIVE AGREEMENT for 2024–2027 years Interregional Academy of Personnel Management](#). All documents are regularly reviewed and published in open access.

## Key initiatives and programs

### Compliance with the living wage.

The IAPM fully complies with [national legislation](#) on the living wage, ensuring that all employees, academic staff, and students engaged in paid activities receive fair remuneration that meets or exceeds this standard.

Comprehensive benefits to enhance employees’ quality of life:

- healthcare coverage
- social assistance
- pension insurance
- housing allowances
- academic position allowance
- individual performance incentives
- overtime payments

The average monthly salary of staff and faculty in the IAPM in 2024 was more than UAH 20,000. The income of lecturers and assistants was in 3-4 times higher than the aforementioned average. Research staff and associate professors have received in 7-8 times more, professors, heads of departments, directors of institutes – in 11-12 times more than the aforementioned average. Salaries are paid in IAPM on time and in full twice a month.

The payment structure at the IAPM

- **base salary**, the 13<sup>th</sup> and 14<sup>th</sup> salaries (holiday allowances), health insurance, meal allowances, and pension insurance

- **additional allowances** specific to roles held within the institution

- **additional bonuses** – pay for performance incentivizes employees for their contributions across various areas, including teaching, research, and community engagement (including monthly performance incentives, additional workload incentives, and special achievement incentives, emphasizing output-driven rewards and encouraging high productivity).

### **The influence of the Trade Union Committee.**

The IAPM Trade Union Committee, uniting about 2,000 members, is a key mechanism for social dialogue within the Academy. It actively protects the labor, social, and legal rights of employees, promotes safe and fair working conditions, and organizes initiatives that strengthen the well-being and engagement of the academic community. **Gender equality and inclusive employment.**

The Academy maintains a high level of gender equality and equal opportunities, with a significant share of women in teaching and management positions, including institute directors, deans, and heads of departments. IAPM promotes non-discriminatory recruitment and career development, fostering inclusive economic growth.

The Academy ensures gender-neutral employment and pay practices, regularly reviews pay structures, and monitors the absence of gender pay gaps. Salary differences depend solely on professional qualifications and academic achievements, supporting a transparent and equitable remuneration system. Various channels can be used to submit complaints, including

- special anonymous boxes located in the Academy's buildings and dormitories
- e-mail: [iapm@iapm.edu.ua](mailto:iapm@iapm.edu.ua)
- hotline (044) 496-97-76

**The Student Legal and Consulting Center "Central Legal Clinic"** was established, which can provide support to students and employees of the Academy who have become victims or witnessed violence. The Procedure for Reviewing Student Appeals of Interregional Academy of Personnel Management was developed and implemented

Regular anonymous surveys of students and academic staff of the Academy on the quality of the educational process and the educational environment are organized. The student council regularly monitors social media to identify information about threats of discrimination or violence.

**Prevention of forced labor and human trafficking.** Through the training of lawyers and social workers, IAPM contributes to the prevention of forced labor, modern slavery, human trafficking, and child labor. The study of the **Constitution of Ukraine** and human rights principles promotes freedom, equality, and social justice for all citizens.

**Conflict resolution and workers' rights.** IAPM provides clear and accessible conflict resolution mechanisms, allowing employees to raise concerns through the Academy's administration or the Trade Union Committee. These proce-

dures strengthen labor protection and institutional trust. Any employee of the Academy has the right to apply to the **Labor Dispute Commission** with a request to consider the merits of a labor dispute between him and his employer.

**Educational opportunities.** Interregional Academy of Personnel Management will, as well as educating and training its staff on matters of modern slavery and human trafficking, raise awareness of modern slavery matters through the provision of information on its internet site, such will include a copy of its Modern Slavery and Human Trafficking Statement on the internet.

**Scientific work & Cooperation.** The Interregional Academy of Personnel Management de-



termined the research projects to be submitted to ERASMUS+ competitions. **The Center for Organization of Scientific Work** is responsible for engagement researchers (both staff and students) to develop the key directions:

- Organization management technologies in the conditions of information transformations
- Formation of system directions for the development of corporate social responsibility in modern conditions of economic development
- Formation of mechanisms of motivational personnel management
- Strategic anti-crisis management of the enterprise as a direction of ensuring the financial security of the enterprise
- Improving business process management in enterprises

IAPM organises and hosts **ALL-UKRAINIAN and international scientific and practical conferences** and workshops (participation is available for all). Announcements are published on the website.

**Impact for local community.** The IAPM implements **project administrative support activities** for young entrepreneurs introduction of open calls, project idea development meetings, providing support for budget work, providing support for the creation of project dissemination and communication strategy.



**Progress**  
17.9

**2025**  
Ranking  
**401–600**  
Score  
**59.0**

**2024**  
Ranking  
**601–800**  
Score  
**41.1**

## RESEARCH

IAPM conducts applied and theoretical research addressing the priorities of SDG 9, focusing on:

- Innovative ecosystems and ICT
- High-tech engineering and materials science, digital twins, robotics
- Digital transformation of enterprises
- Corporate social responsibility, life-cycle assessment and sustainable production
- Financial and industrial modernization in Ukraine, eco-innovation

The Academy operates postgraduate and doctoral programs, producing research published in 11 peer-reviewed institutional journals and numerous national and international scientific editions.

Completed studies are defended in four permanent academic councils, ensuring academic rigor and practical application.

Number of academic spin-offs  
**34**

The IAPM demonstrates a strong institutional commitment to Goal 9: Industry, Innovation and Infrastructure, recognizing that innovation and sustainable infrastructure are essential for economic resilience and social progress.

The Academy's [POLICY sustainable development industry](#), innovation and infrastructure, that is published on official website, includes goals to:

- strengthen research and innovation ecosystems
- expand digital infrastructure and technological capabilities
- foster industry–academia partnerships for knowledge transfer and applied innovation
- ensure environmentally sustainable campus infrastructure aligned with European standards.

### Key initiatives and programs

**Infrastructure Supporting Innovation.** IAPM maintains a comprehensive and inclusive campus infrastructure that supports education, research, and industrial collaboration, including:

- modern academic buildings with digital and laboratory equipment
  - innovation and conference halls for scientific events and industrial forums
  - student dormitories, medical center, library, and sports facilities
  - cultural parks, concert hall, and social infrastructure (cafes, shops, service centers)
- These facilities ensure the Academy's role as a regional innovation hub, supporting students, researchers, and industrial partners.

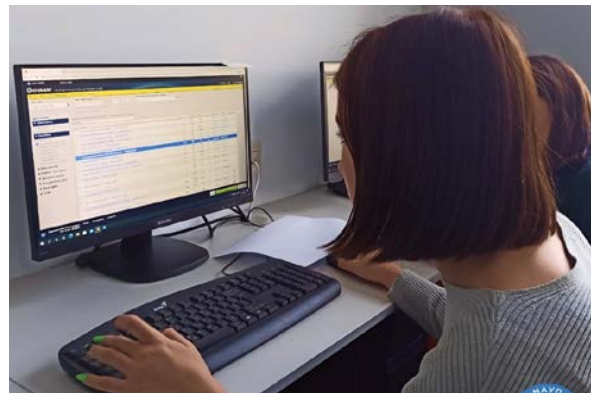
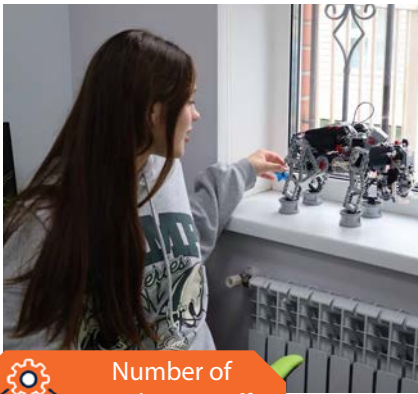
### Partnerships and Collaborative Projects.

IAPM cooperates with industrial enterprises for innovation transfer and modernization as well as with regional authorities and local communities for developing innovation clusters and industrial parks. The Academy conducts joint projects on digital infrastructure and sustainable industrial development with international universities and research institutions

IAPM signed a bilateral cooperation agreement between IAPM and the [Regional Center for International Debates](#) in Toruń. Regional centers



for international debates are subordinate to the Ministry of Foreign Affairs of Poland. The main task of the centers is to stimulate debate on international problems and foreign policy priorities. The centers cooperate with local public organizations, universities and local governments. The centers are an important partner of the Ministry of Foreign Affairs in the process of developing professional diplomacy.



 Number of academic staff by subject area: STEM: **308**

working meeting with the Deputy Vice-Chancellor and Pro-Rector of London Metropolitan University. [Cooperation between universities](#) was

As part of the QS Summit on Higher Education: Europe 2024, was held a working meeting with the Deputy Vice-Chancellor and Pro-Rector of London Metropolitan University. [Cooperation between universities](#) was discussed: the joint development of educational courses and educational programs that will be the basis of the double degree program.

Panel 5 – Business for a Better World: Global Cooperation (Sustainable Development / Global Participation) concerned the role of business

schools and universities in creating a sustainable future and exploring the importance of cooperation between academia, industry and other institutions to achieve common sustainable development goals.

The Interregional Academy of Personnel Management has been [ranked in the UI Green Metric World University Rankings 2024](#). The 15<sup>th</sup> edition of this ranking features 1,477 universities from 95 countries, making it a global ranking system dedicated to assessing the sustainability of higher education institutions. IAPM was ranked 1112<sup>th</sup> in the overall ranking and 14<sup>th</sup> among Ukrainian universities.

Ongoing projects include:

- Formation of regional clusters based on local potential
- Strategic management for financial and industrial stability
- Human capital development for digital and industrial transformation

IAPM expands partnerships with industrial and IT sectors, integrates green technologies into campus operations, enhance digital

research infrastructure and open-access platforms, promotes inclusive participation of students and researchers in innovation initiatives.

**Patent Protection.** The protection of the intellectual property is one of the constituents of scientific and technical activity, which has been taken into consideration from the very beginning of scientific work.

The development of advanced information technologies raises a matter of copyright security for lecturers' scientific works. Audio-visual materials, computer programmes, e-textbooks, multimedia manuals, and lecture courses for the educational process, scientific digests, and single articles are registered at the Department of Intellectual Property and given copyright certificates.

In 2024 the Academy's researchers registered [14 patents](#). All certificates are available in open access both on the Academy's website and in special information system of UANIPIO ([SIS](#)) – the service created to search for information about industrial property objects.

Number of academic staff by subject area: Medicine: **103**



### Engagement and impact for community

- Over 150 research projects completed on topics related to industry, innovation, and infrastructure
- 40+ publications in international indexed journals (Scopus, Web of Science) on industrial innovation and ICT
- Launch of regional innovation cluster recommendations for local communities
- Continuous modernization of campus infrastructure to meet EU sustainability standards
- Active contribution to national innovation policies through expert consultations and publications.

Number of academic staff by subject area: Arts & Humanities/ Social sciences **747**



## RESEARCH

The IAPM conducts systematic research and annual assessments SDG 10. Collaborations with other universities allowed to explore [migration challenges of the 21<sup>st</sup> century](#), [the impact of mass migration on the demographic situation and the labor market in Ukraine](#), [economic challenges of labour mobility within the EU](#), [the role of artificial intelligence in public administration and sustainable development](#). The results are published as Scopus studies.

The Academy’s research focuses on monitoring progress, analyzing trends, and evaluating the effectiveness of institutional policies and programs aimed at promoting equality and inclusion.

Each year, IAPM:

- Collects and analyzes quantitative and qualitative data on indicators of social, economic, and educational inequality;
- Compiles annual statistical reports to measure progress toward SDG 10 targets;
- Studies trends in access to education, gender representation, and inclusion of underrepresented groups;
- Publishes analytical reviews and recommendations to improve institutional practices and national policies in the field of equality;
- Engages students and faculty in applied research projects promoting inclusive development and reducing disparities in education and employment.

Bachelors, IAPM

Year	Percentage of all Applications				Percentage of all Admissions			
	national minorities	low income status	with a disability	internally displaced persons	national minorities	low income status	with a disability	internally displaced persons
2024	6	8	2	15	5	8	2	17
2023	6	6	2,5	10	5	7	3	15
2022	4	5	2	19	5	6	3	20
2021	3	4	3	6	4	5	3	7
2020	2	6	3	6	4	5	2	5

The Interregional Academy of Personnel Management is committed to the principle of equal opportunity in education and employment. The Academy prohibits discrimination against individuals on the basis of race, color, sex, sexual orientation, gender identity, pregnancy, religion, disability, age, genetic information, veteran status, or national or ethnic origin in the administration of its scholarship and loan programs, as well as in [Policy of sustainable development reduction of inequality](#), [Policy of Equality, Diversity and Inclusion](#), [Policy of recruitment of staff and lecturers for underrepresented groups](#), [Planned actions to attract students, staff and faculty from underrepresented groups](#), [Policy on students with disabilities](#). All Policies are regularly review and available in public access. IAPM prioritizes the recruitment, retention, and advancement of faculty and staff from underrepresented groups, with a special emphasis on gender equality, diversity, and inclusion. IAPM aims to strengthen inclusive institutional culture grounded in transparency and equality and foster long-term professional growth and career satisfaction among underrepresented groups.

### Key initiatives and programs

**Non-discriminatory admissions.** The IAPM ensures non-discriminatory admissions practices in full compliance with the Law of Ukraine “On Higher Education” and [Non-discriminato-](#)



ry admissions policy, that is available in open access. All admission rules and procedures are designed to be transparent, fair, consistent, and clearly applied across all levels and categories of applicants.

Overall responsibility for admissions and recruitment lies with the **Admissions center**, which manages the operational aspects of the process. Contact information are provided on website. The Admissions Rules include:

- Widening participation – promoting access for underrepresented and socially disadvantaged groups.
- Equality and diversity – ensuring an inclusive and discrimination-free learning environment.
- Disability and dyslexia support – providing equitable access for applicants with disabilities.
- Transparency and accessibility of admissions information.
- Clearly defined academic and procedural requirements.
- Requirements for International and EU Applicants.
- Admission with credits
- Handling of extenuating circumstances

The Vice President of IAPM, Serhii Khrapatyi (khrapatyi.sergii@maup.com.ua), serves as the institution's **Equal Opportunity Officer**.

All inquiries regarding the Academy's equality and diversity policies, compliance with relevant



legislation, or reports of discrimination or harassment should be directed to the Vice President's office.

Comprehensive information on the grievance and reporting procedures – including how to file a complaint regarding discrimination, sex-based harassment, or other forms of misconduct, as well as the institutional response framework – is available on the official IAPM website.

### Education and training.

To reduce social and institutional inequalities, IAPM conducts regular training programs, seminars, and awareness campaigns. These initiatives promote a culture of respect, tolerance, and diversity. Programs includes:

- Anti-discrimination and anti-harassment education
- Inclusive pedagogy and universal design for learning
- Professional development for faculty and staff on equality and accessibility
- Mentorship and coaching programs supporting academic and career growth.

**Support for people with disabilities.** IAPM implements a comprehensive framework, ensuring full participation of people with disabilities in academic life.

The IAPM provides accessible infrastructure: ramps, special restrooms, wheelchair-accessible spaces, and dedicated parking. Educational facilities are equipped with assistive technology. All students and staff can use adaptive software,



Braille translation tools, voice recognition systems, and customized devices.

Any person can apply for development personalized accommodations, that includes individual learning support plans, exam adjustments, and alternative formats for course materials. [Specialists of Disability Support Office and Equity, Diversity and Inclusion Committee](#) are responsible for preparing these materials and checking their quality to ensure an individual approach to each student and the quality of the educational process.

**Learning, medical, and mental health conditions.** Students with medical needs or disabilities who require regular assistance on the campus may submit a medical report from their physician stating their health condition and special requirements. The IAPM also provides Psychiatric Consultation. Students with different types of disabilities can get a consultation. The purpose of the psychological service is to preserve mental health, provide psychological and socio-pedagogical support to all participants in the educational process.

[Academic clinic](#) is a multidisciplinary medical institution where, according to domestic and international medical standards, people can receive consultations from leading specialists, and receive expert-level advice, undergo laboratory and instrumental diagnostics, and become a participant in comprehensive disease prevention programs. Students and staff with special needs can get services for free.

**Financial support programs** for assistive services, equipment, and accessible transportation. The Disability Support Office ensures that

each student receives tailored support through an individual accommodation and support plan, regular follow-up meetings, and collaboration with academic departments.

- Program [Low-Income Student Support at the IAPM](#) for underrepresented groups
- Program [Support for Students from Low or Lower-Middle Income Countries](#) and for underrepresented groups



- Program [Interregional Academy of Personnel Management: Supporting Students and Staff through Affordable Meals](#) also for underrepresented group

**Rights and guarantees for employees with disabilities** include:

- No probationary periods or discrimination in hiring
- Protection from redundancy-related dismissal
- Flexible working hours and workplace selection based on professional skills
- Additional paid leave and career development opportunities.



**Career Support.** IAPM promotes inclusive academic and professional growth through targeted mentorship initiatives. Structured mentoring programs are available for junior faculty focusing on teaching, research, and leadership development. Women’s mentoring network provides resources and support for female faculty and researchers to excel in academia. Graduate student mentorship encourages women’s participation in research and leadership, increasing gender balance in the academic pipeline. All new faculty members can also claim for individual adaptation leading to ensure professional integration and long-term success.

**Transparent and Inclusive Recruitment.** IAPM upholds transparent and equitable recruitment practices that actively promote diversity and inclusion. Recruitment panels include gender and minority representation. Hiring processes are shared with local communities to ensure transparency and accountability. Priority is given to qualified candidates from underrepresented groups, including women, ethnic minorities, and people with disabilities. These measures reinforce IAPM’s role in building an inclusive and diverse academic workforce, contributing to reduced structural inequalities in higher education.

## Engagement and impact for community

IAPM promotes outreach and awareness campaigns that develop tolerance, equality, and respect for diversity among students, educators, and the wider public. Collaborations with NGOs, local authorities, and international organizations are one of the main direction to support underrepresented and vulnerable groups, including people with disabilities, migrants, and low-income families. Community-based training and workshops aimed at improving access to education and employment for marginalized populations are included to educational programs.

Volunteer and service-learning projects encourages students to participate in community development and social inclusion activities. Public discussions, forums, and conferences organized by IAPM to raise awareness of inequality issues and share best practices for inclusive growth.

The IAPM offers a range of support programs to assist international students from [developing countries](#) studying in Ukraine, including tuition discounts, scholarships, student loans, affordable accommodation and meals, mentorship and adaptation programs.



**Complaint Mechanisms.** To maintain fairness and equality, IAPM provides accessible grievance procedures for all students and staff. Reporting channels for discrimination, harassment, or inequality are available through the Equal Opportunity Officer. [Student Council of the Interregional Academy of Personnel Management](#) supports informal resolution and mediation. All reports are handled confidentially, and no retaliation is tolerated.





## RESEARCH

In 2024, IAPM developed and registered [Utility Model Patent No. 157390 “Method for Producing High-Quality Building Materials from Thermal Power Plant Fly Ash”](#). This innovative technical solution promotes the reuse of industrial waste, reduces environmental pressure, and supports the development of resource-efficient technologies in the construction sector.

Throughout 2024, IAPM researchers carried out a series of studies in the field of urban development, addressing topics such as urban safety, digital transformation of local governance, sustainable transport and logistics, ecological modernization of cities, and the preservation of cultural heritage. The results are published as Scopus studies.

The [Spiritual and Educational Center named after the Holy Apostles](#) of the IAPM studies the role of religion in Ukrainian and global civil society, religious diversity, the politics of the religious market, and the qualitative development of multicultural communities. It also focuses on building joint research networks and partnerships with international research institutions on international conflicts caused by religion, as well as issues related to religious refugees and religious tensions in multicultural societies.

University expenditure on arts and heritage **€49 676 125**



The Interregional Academy of Personnel Management (IAPM), founded in 1989, actively contributes to SDG 11 through educational, cultural, and social initiatives. The Academy provides accessible and high-quality education, operates its own publishing house with over 500 academic and educational titles approved by the Ministry of Education and Science of Ukraine, and supplies students with free literature sets each semester.

IAPM has integrated its educational system into the European three-cycle structure (Bachelor's, Master's, PhD), introduced flexible schedules for academic staff, an online learning platform for distance education, and fosters scientific and cultural cooperation with more than 50 universities in Ukraine and abroad, contributing to the sustainable development of educational communities.

## Key initiatives and programs

**Involvement in events.** The IAPM Cultural and Creative Center supports students in their artistic and creative pursuits by offering instrumental and dance ensembles, a choir and a drama group. The Academy in cooperation with external organizations, promotes community involvement and cultural exchange,



organizes a wide range of events and educational projects aimed at maintaining traditional Ukrainian customs, folklore, and community spirit. The list of events are regularly updated on the website.

**Flexible learning and Remote work.** Teachers and researchers benefit from flexible schedules, and the Academy provides an online platform for remote communication. In 2024, IAPM lecturers conducted 2,880 online classes via digital learning platforms, while approximately 25% of administrative staff worked remotely.

The Academy provides remote employees with ICT equipment, secure digital infrastructure, and a guaranteed right to disconnection. Remote work is available to staff during emergencies, health-related isolation, or for family and caregiving needs, supporting work–life balance and reduced commuting emissions.

**Affordable housing.** IAPM offers affordable housing options for its students, faculty and staff, solving the problem of high housing costs and supporting the well-being of its employees. IAPM operates four dormitories. The total capacity is



700 beds, over the past three years (2022–2025), constructed an additional [modern dormitory for 600 residents](#). The Academy covers part of the housing expenses, allowing students to pay only about 10% of the total cost. Faculty and staff receive up to an 80% discount on campus housing. The Academy also provides financial support to students and employees seeking private-sector accommodation and free housing to international faculty members

## Engagement and impact for community

### Projects to record and preserve national cultural heritage (including cultural heritage of displaced communities).

- A traditional [radio dictation](#) – on the occasion of the National Day of Literacy and Language.
- Individual consultations on the Ukrainian language for local residents, students of primary, middle, and high school, and foreigners who want to learn Ukrainian for study, work, or communication in a Ukrainian-speaking environment.



### • [The International Petro Yatsyk Ukrainian Language Competition](#) - an opportunity for participants to showcase their achievements and gain valuable experience in mastering the Ukrainian language.

• Ukrainian language exams for civil servants to assess their proficiency in the state language required for performing official duties.

• The [All-Ukrainian Scientific and Practical Conferences](#) to discuss key linguistic and cultural issues in modern Ukraine.

• **Sustainable Commuting Measures.**

• **Free Shuttle Services.** The Academy operates three morning shuttle routes to bring staff to work and four evening routes to take them home free of charge

• **Free Shuttle Services.** The Academy operates three morning shuttle routes to bring staff to work and four evening routes to take them home free of charge

• **Bicycle Parking Areas. Free E-Scooter And Bicycle Sharing Programs** (over 4,000 cycle parking spaces)

• **Discountant Travel Passes**

• **Electric Vehicle Charging Stations** (10 electric vehicle charging bays are distributed on campus across all four parking areas, new EV charging facilities are added every year)

• **Parking Areas for Drivers with Disabilities** clearly marked and designed to ensure easy



access and mobility across the campus for people with disabilities

- **Pedestrian pathways** (constructed using modular concrete paving blocks, which can be recycled or reused)

**Public Access To Campus.** All of our buildings and facilities are open to the public and free to access seven days a week. There are three automobile and pedestrian entrances to the territory.

The sports complex is open from 8:00 AM to 9:00 PM and provides opportunities for participation in various sports activities.

The cafeterias operate from 8:00 AM to 7:00 PM and offer a wide range of dishes, including vegetarian.

All facilities are located in areas with convenient access to public transport, ensuring that students, staff, and visitors, including persons with disabilities.

**Public Access To Libraries.** The total area of the library of the Presidential University (Kyiv) is over 3000 m<sup>2</sup>. Free access is available to:

- a subscription and cosy reading rooms with a universal book collection of 354517 books:
- access to more than 100 world electronic databases: total number of electronic publications – 24472
- a computer room with the electronic catalogue, electronic library, Internet, scanner and

work on a laptop: number of seats in the reading room – 562

Individual consultations with users are conducted, book exhibitions, thematic information shelves, information stands are arranged.

In 2024, nearly 700 students and professors from other universities as well as other visitors, used library resources.

All of our master's and doctoral dissertations are available to the public for free.

**Public Access to Museums and Cultural Heritage.** The Interregional Academy of Personnel Management (IAPM) ensures free and inclusive public access to its museums, exhibition spaces, galleries, and art collections.

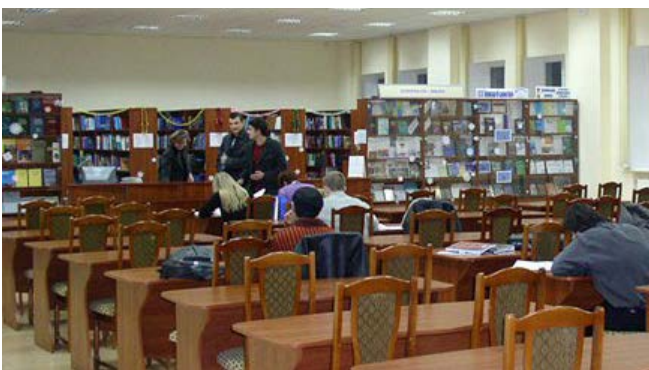
The Academy's campus functions as an open cultural and educational hub, featuring the Trypillian Culture Park, the Square of Knowledge, and the Stairway of Ukrainian Culture, which collectively promote heritage conservation and civic education.

IAPM hosts 2–3 public cultural events and exhibitions monthly, open to all community members.



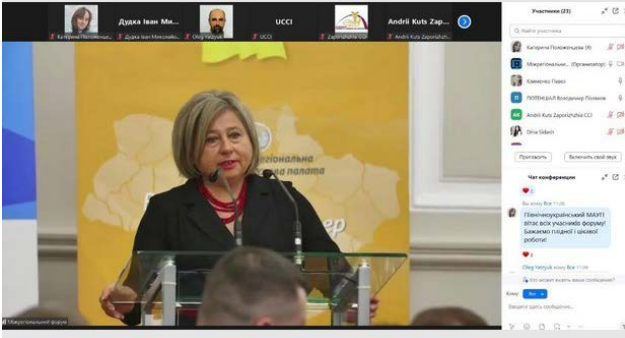
**Public Access To Green Spaces.** The campus features the Garden of Ukraine Park, the Trypillian Culture Park, and five multifunctional courtyards used for cultural, recreational, and academic activities.

The Alley of Muses – an open cultural and aesthetic space, integrates art, education, and nature, fostering creativity, reflection, and cultural participation. Access is fully open and free to all visitors. The green campus hosts over 10 tree species.



## Cooperation.

- The [Interregional Business Forum “Economic Recovery in the De-occupied Territories”](#) in



partnership with the Chernihiv City Council gathered representatives of the government, USAID, and the regional business community. A series of recommendations were developed concerning urban planning and development, heat islands, compact cities and smart cities, air quality monitoring.

- A range of [strategic meetings, workshops, and other initiatives](#), addressing planning issues in collaboration with local authorities of Khmelnytskyi



- A [Memorandum](#) aimed at implementing joint projects and exchanging information materials signed with local authorities of Khmelnytskyi.

- A [Memorandum of Cooperation in 2024 between IAPM and the Research Institute of Socio-Economic Development of the City](#) under the Kyiv Local Authority

- Ongoing cooperation with the Holiiv District Administration of Kyiv and local residents to address urban planning and construction challenges.

- Participation in international congresses and research networks on sustainable development – including the [Global Congress on Sustainability in Higher Education 2025](#) – the exchange of academic knowledge

**Transformation of the Brownfield Site into the IAPM Campus.** The redevelopment covered an area of 15 hectares on V. Lobanovskyi Avenue and became a symbol of sustainable re-use of urban land and land use planning. Scale: Planned construction of 32 buildings, of which 30 have already been completed.





Progress  
34.3

2025  
Ranking  
201–300  
Score  
67.0

2024  
Ranking  
601–800  
Score  
32.7

In 2024, the Interregional Academy of Personnel Management (IAPM) continued implementing systemic measures to promote responsible consumption, waste minimisation, sustainable procurement, and carbon emission control, aligned with the United Nations Sustainable Development Goal 12 and the THE Sustainability Impact Ratings 2026 methodology (sections 12.1–12.4). The Academy’s activities are guided by its [Sustainable Development Responsible Consumption and Production and Ethical Sourcing Policy](#) (approved by the Academic Council, 26 October 2022; last reviewed May 2023)

This framework integrates environmental, social, and governance (ESG) principles into institutional management and investment decisions, ensuring alignment with the UN Sustainable Development Goals. Key operational directions include ethical and sustainable procurement that prioritises environmentally friendly and fair-trade suppliers; [waste minimisation through the reduction of single-use plastics and paper via digitalisation of administrative and academic processes](#); circular economy practices through increased recycling capacity, waste segregation, and composting initiatives; and awareness and education programmes integrated into courses such as Ecology, Organic Chemistry, and Sustainability Studies. The Acad-

emy also promotes community engagement through student-led workshops for local schools focused on plastic pollution and responsible waste management.

The policy bans plastic bottles and disposable utensils on campus, introduces separate bins for paper and plastics, and regulates waste disposal via external contractors following national and international environmental standards. Full policy text is available at <https://sustainability.maup.com.ua/assets/files/newwaste-and-resources-management-policy-2-2-2.pdf> and [Hazardous materials disposal page](#).

The [Waste Tracking Report 2024](#) demonstrates significant progress in achieving waste-reduction and recycling goals. The total recorded waste amounted to 355.4 tonnes, of which 233.3 tonnes (66 %) were recycled, 94.1 tonnes (26 %) converted into energy, 7.0 tonnes (2 %) composted, and only 21.0 tonnes (6 %) sent to landfill.

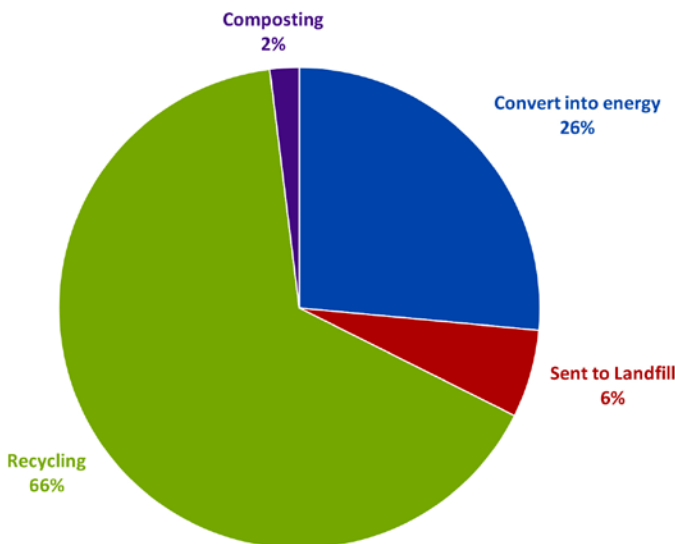
Monthly monitoring of recyclable, residential, and construction waste streams shows consistent segregation practices and a 94 % average recycling rate across the year. These outcomes represent a substantial improvement compared to 2023 ([58% recycling rate, 6% landfill](#)).

The Academy has also installed new collection points for hazardous materials, ensuring their safe storage and transfer to certified recycling partners, in line with Ukrainian waste management legislation and EU directives. Composting of organic waste from canteens and dormitories was launched as a pilot initiative involving student participation.

IAPM maintains strict compliance with environmental legislation and monitors hazardous waste disposal under national and international safety standards. Dedicated containers for chemical, biological, and sharps waste are in operation, with clear labelling and instructions for safe handling.

Staff training sessions in 2024 focused on emergency response, proper segregation, and minimising exposure risks. Detailed procedures are outlined on the official page [Hazardous Materials Disposal](#). In addition, IAPM’s environmental accounting is supported by quarterly GHG emis-

Waste tracking 2024





sion reports submitted to Ukraine’s tax authorities. The [Report of IAPM Carbon Emissions in Line with the GHG in Accordance with Ukrainian Legislation Acts](#) confirms a consistent emission monitoring process across all four quarters of 2023–2024, with 163.18 UAH of ecological tax per quarter and verified signatures from the Academy’s leadership.

This reporting demonstrates the institution’s transparency and accountability regarding stationary-source air pollution and compliance with the [Tax Code of Ukraine \(Art. 243\)](#).

The Academy fosters sustainable consumption awareness through education and research. In 2024, faculty and students conducted joint studies on waste reduction technologies, energy efficiency, and sustainable materials reuse, with results disseminated via internal seminars and open lectures. Courses on environmental management and life-cycle assessment (LCA) were integrated into undergraduate and post-graduate curricula. Practical activities include student-led campaigns to collect paper and electronic waste for recycling, integration of digital tools to reduce printing and administrative paper use by over 50 %, and installation of electronic whiteboards to eliminate disposable markers and improve energy efficiency. Collaboration with local municipalities and suppliers promotes green procurement and local sourcing, reinforcing the connection between institutional policy and community practice.

According to the THE Sustainability Impact Ratings framework, IAPM’s progress in 2024 directly contributes to indicators 12.2 (Operational measures) and 12.3 (Proportion of recycled waste), ensuring strong performance in respon-

sible consumption, circular economy development, and waste-to-energy innovation. Quantitatively, the Academy achieved a 94 % recycling rate (up +36 p.p. vs 2023), reduced waste sent to landfill to 6 % of total (–30 p.p. vs 2023), and implemented composting and reuse measures covering 4 % of total waste. Furthermore, four verified GHG monitoring reports were filed to tax authorities, and institutional policies such as Ethical Sourcing, Environmental Procurement, and Hazardous Materials Management remained active and public.

In conclusion, in 2024 the Interregional Academy of Personnel Management made notable progress towards sustainable production and consumption through measurable actions on waste management, ethical procurement, and emission reduction. The Academy’s systematic approach – combining policy implementation, data transparency, education, and stakeholder engagement – ensures its strong alignment with SDG 12 targets and the THE Sustainability Impact Ratings criteria for responsible consumption and production.





**2025**  
Ranking  
**401–600**  
Score  
**44.2**

**2024**  
Ranking  
**401–600**  
Score  
**38.1**

## RESEARCH

In 2023–2025, the Interregional Academy of Personnel Management conducts research and provides expert support to local and regional authorities on climate change mitigation, adaptation, and risk management. Studies focus on disaster prevention, early warning systems, and environmental monitoring. Research results contribute to developing sustainable urban strategies and enhancing resilience to climate impacts. Key findings are reflected in Scopus-indexed publications, including: [Environmental monitoring technologies](#), [Assessing Risks in the System of Food Security](#), [Geographical Aspects of Renewable Energy Development in Ukraine Amid Military Threats](#), [Integration of Environmental Technologies into Industrial Management](#), [Hydrogen as an Alternative to Fossil Fuels: Production and Storage](#), [Political and Legal Framework for the Formation of Effective Strategies for Managing Sustainable Development in a Geographical Context](#), [Innovative Approaches for Sustainable Use of Ukraine’s Natural Resources](#).

**IoT-based monitoring capability.** A December 2024 utility model patent № 158015 (“Data transmission module for an IoT sensor monitoring network”) underpins future campus and city pilots (e.g., air quality, energy use, micro-climate). While application areas are cross-sectoral, the technology directly supports climate monitoring and evidence-based actions.



In 2024 IAPM strengthened climate governance, literacy, research and external validation. Highlights include joining [QS World University Rankings: Sustainability 2025](#) (#499 in Europe; #10 in Ukraine; #1 among private Ukrainian universities), inclusion in [UI GreenMetric 2024](#), adoption of Sulitest TASK for campus-wide sustainability literacy, participation in a COP29 policy forum and a municipal partnership for urban development and resilience.

This Climate Action Plan has been developed to implement the objectives defined in the [Sustainability and Climate Action Policy](#) of the Interregional Academy of Personnel Management, regularly revised (in public access).

The Interregional Academy of Personnel Management recognizes that the climate crisis is one of the most pressing global challenges of our time. Guided by scientific evidence and aligned with the United Nations Sustainable Development Goals, IAPM is committed to taking decisive action to reduce its environmental impact and foster climate responsibility across all areas of academic, administrative, and community activity.

### Key initiatives and programs

**Pathway to Net Zero.** In 2021 IAPM proclaimed a realistic and phased pathway [to achieve carbon neutrality by 2030](#). Steps:

- modernization of academic buildings and facilities to improve energy efficiency;
- installation of renewable energy systems such as solar panels, ground source heat pumps (GSHPs)
- reduction of waste and implementation of circular economy principles
- gradual electrification of operations and transport systems
- minimization of residual emissions and limited use of carbon offsetting through local projects
- promoting waste separation, recycling, and reduction of single-use materials

IAPM has approved [Sustainable Investment Policy of IAPM](#), [Sustainable Procurement Policy](#)

[of Interregional Academy of Personnel Management, Climate Action Plan](#). The Academy's governing bodies make constant monitoring. Regular progress reports are produced annually, with internal reviews every quarter, published on free access.

IAPM conducts Carbon Finance management through calculation and payment of tax liability for the relevant type of taxable object – emissions into atmospheric air, discharges into water bodies, and others.

### **Campus, Infrastructure and Operations.**

Within the framework of the Academy's Sustainable Development Strategy, [renewable energy sources](#) are used in infrastructure procurement and [building modernization projects](#).

Regular measurement of greenhouse gas emissions will be conducted to determine [Scope 1–3 emissions](#), with public reporting of the results. Water management is integrated as a key element of climate resilience and included in climate adaptation measures.

To reduce transport-related emissions, IAPM:

- [Encourage the use of sustainable and active travel modes](#);
- [Expand electric vehicle charging infrastructure](#);



- [Support flexible and digital work practices to minimize unnecessary travel](#);
- Promote awareness of low-carbon travel among students and staff.

[The Research Center for Environmental Safety and Sustainable Development](#), in partnership with the [Holosiivskiy District State Administration](#), coordinates the Rehabilitation Plan for local lakes to improve water quality. The ecological club “Young Naturalists” engages school and college students in protecting local water resources.

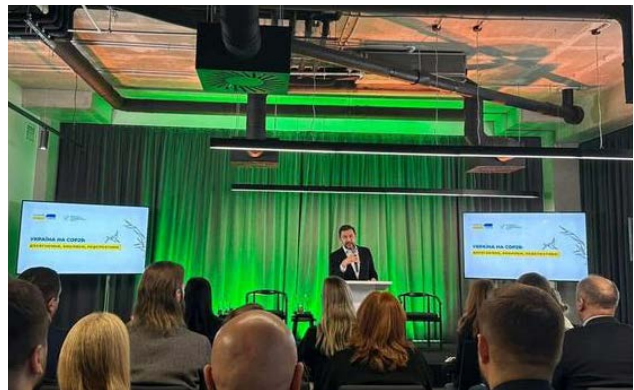
### **Monitoring for Continuous Improvement.**

Progress toward the Climate Plan goals will be monitored and publicly reported through an annual reporting system published on the Academy's website, featuring [data on emissions](#), infrastructure measures, educational initiatives, and part-

nerships. Targets: reducing emissions by 15 % by 2025 and increasing the share of renewable energy by 30 % by 2027 – ultimately guiding the Academy toward full carbon neutrality by 2030. Ensure open access to data and processes, and where possible, conduct external verification (audit).

## **Engagement and impact for community**

**Cooperation & Partnership.** [Memorandum of Cooperation with the Research Institute for Socio-Economic Development of the City of Kyiv](#) signed for conducting joint research and ensuring timely information and support for the regional government of the city of Kyiv and the entire Kyiv region in local climate change disaster prevention, risk early warning, and monitoring.



The Academy will continue to work closely with [local authorities](#), public organizations, and international partners to advance climate goals.

**Educational opportunities.** Sustainability and climate issues are integrated across all educational programs.

Students will have opportunities to participate in interdisciplinary research, innovation projects, and community-based initiatives addressing climate challenges.

IAPM will develop academic courses, practical workshops, and Living Labs aimed at supporting local and global efforts in climate mitigation and adaptation.

We have 24 modules related to sustainability in subordinate and sequential programmes where local and international students get high quality education with modern curricula and 2746 students have the opportunity to adjust these modules.

Graduates in the fields of production and technology, management and administration, service sector, civil security, tourism and ecology receive qualifications that specifically refers to Climate Science and Environmental Sustainability.

Institute of Adult Education conducts courses “[Environmental Aspects of Sustainable Development](#)” in Interregional Academy of Personnel Management.

Interregional Academy of Personnel Management provides mandatory annual dedicated training on environmental aspects of sustainability for faculty and professional staff members both from the Academy and from other higher education institutions (7 ECTS credits)

[Education Program on Climate.](#) Annual local education program is designed for students, teachers of local schools and colleges, administrators, professionals who encounter climate-related issues in their work, and civic activists. This program explores the key aspects of climate-related topics, focusing in particular on climate change risks, impacts, mitigation, adaptation, impact reduction, and early warning systems.



The course “Climate Change and Sustainable Development” developed and integrated into academic curricula to incorporate climate topics into the educational process and raise awareness among students and faculty members.

Through the Research Institute for Socio-Economic Urban Development, initiatives are



planned to study the impacts of climate change on the urban environment, strengthening the academic component of climate action.

[IAPM Student Led Society EcoClub](#) promotes ecological urbanism and implements environmental protection and climate action initiatives. The club unites proactive students committed to creating a sustainable, safe, and environmentally clean city. Its key goals include research on climate change, energy efficiency, and renewable energy projects, as well as raising environmental awareness and promoting sustainable lifestyles.

PROJECTS of Student Led Society of IAPM 2023-2024

- meetings with an environmental expert on modern environmental problems
  - introduce of green initiatives for local authorities
  - cleaning up initiatives
  - implementation of environmentally friendly technologies
  - thematic exhibitions “Save nature with us”
  - Participation in environmental actions and events in the city
  - Joint eco-initiatives with other student associations
  - Creation of informational materials and promotion of environmental values among students and teachers

### IAPM’s Commitment under SDG 14

The Interregional Academy of Personnel Management (IAPM) recognises the essential role of healthy aquatic ecosystems – oceans, seas, rivers, and lakes – in achieving environmental sustainability and social wellbeing. In line with the United Nations 2030 Agenda the Academy integrates the protection of marine and freshwater environments into its institutional policies, educational programmes, and research priorities. These actions support the global efforts to prevent marine pollution, promote responsible use of water resources, and raise awareness of the significance of aquatic biodiversity.

To ensure long-term institutional commitment to aquatic ecosystem protection, IAPM has developed the [Policy of sustainable development of life underwater](#), which defines objectives for pollution prevention, plastic waste reduction, and water-quality monitoring. The Policy outlines the Academy’s framework for implementing SDG 14 and is publicly available on the Sustainability Platform.

### Institutional Strategy and Governance

Environmental sustainability is coordinated by the [Research Centre for Environmental Safety and Sustainable Development](#), which provides expert guidance on ecological policy and operational standards. The Centre monitors water-related initiatives, supports research on environmental protection, and develops internal recommendations on waste-water management, green procurement, and campus greening.

In 2024 IAPM expanded its network of sustainability coordinators within faculties to ensure that issues related to marine and freshwater conservation are systematically reflected in curricula, student projects, and community engagement. The Academy also included aquatic ecosystem protection among the key themes of its Environmental and Social Responsibility Policy 2024, publicly available on the [institutional website](#).

### Education, Awareness and Student Engagement

IAPM promotes environmental literacy and responsible behaviour through a diverse range of student-led and institutional events. [The EcoClub](#) of IAPM serves as the main platform for student engagement in sustainability projects. In 2024 the Club organised open environmental lectures, clean-up campaigns, and awareness sessions dedicated to the responsible use of water resources and the reduction of plastic waste.



“Open Events for Sustainability” programme reached more than **700** participants in 2024

During the World Water Day 2024 campaign, students prepared interactive exhibitions and information materials highlighting the global problem of ocean plastic pollution, eutrophication, and the effects of climate change on aquatic ecosystems. Educational modules on “Sustainable Water and Marine Resources Management” were embedded into selected elective courses for environmental management, ecology, and public administration students.

The University also continued to cooperate with local communities to disseminate knowledge about sustainable consumption and pollution prevention practices. Public lectures and open seminars within the framework of the “Open Events for Sustainability” programme reached more than 700 participants in 2024.

### Research and Scientific Contribution

Research related to SDG 14 at IAPM focuses on environmental safety, circular economy, sustainable waste management, and ecological monitoring. Academic staff and postgraduate students published research papers in Scopus-indexed journals covering topics such as:

- assessment of microplastic contamination in urban water systems;
- modelling of ecological risks in river basins;
- economic mechanisms for pollution reduction and environmental responsibility;
- policy analysis of sustainable fisheries and aquaculture in Eastern Europe.

The Academy has set internal targets for 2025 to expand the number of peer-reviewed publications in marine and freshwater ecology, aiming for at least 10 Scopus-indexed papers mapped to SDG 14 and an average FWCI  $\geq 1.2$ . These results will be presented in the next institutional sustainability report.

### Water Management on Campus

Operational sustainability at IAPM integrates [water-saving technologies](#), [tracking systems](#), and [awareness campaigns](#). Following the indi-



cators of SDG 6 (Clean Water and Sanitation) – which are methodologically linked to SDG 14 – the Academy monitors water consumption and implements “[water-conscious planting](#)” practices to reduce the demand for irrigation.

In 2024 the institution ensured [free access to drinking water across all academic buildings and dormitories](#), replacing single-use bottles with refillable containers and clearly labelled water-points. The Environmental Centre conducted an internal audit confirming that campus waste-water is discharged through municipal treatment systems and does not enter natural water bodies without filtration.

The following data, originally collected for [SDG 6](#), also demonstrate IAPM’s contribution to SDG 14 by ensuring sustainable water use and reducing discharge-related impacts on aquatic ecosystems:

#### Water Reuse and Conservation Indicators

(Linked to SDG 6 and SDG 14)

Water consumption	2021	2022	2023	2024
Volume of water reused in the IAPM, cubic meters	33 452	26 367	14 121	18 149
Annual water reused for irrigation and toilets, cubic meters	6 000	6 000	7 500	9 000

The data indicate a steady increase in water reuse efficiency and a decrease in total consumption compared to 2023, demonstrating the effectiveness of campus conservation policies.

New guidelines on Pollution Prevention and Waste-Water Management were drafted in 2024 and will be publicly released in 2025 to strengthen transparency and compliance with national and international standards.



## Partnerships and Outreach Programmes

In 2024 IAPM actively developed cooperation with governmental and non-governmental organisations working in environmental protection and sustainable development. The Academy participated in national events of the [Ministry of Environmental Protection and Natural Resources of Ukraine](#), the Kyiv City Council Eco-Fo-  
rum, and international networks such as [UI GreenMetric](#) and [QS Sustainability 2025](#).

IAPM's involvement in the [COP29](#) (Forum 2024) emphasised the importance of blue-carbon ecosystems and adaptation policies for aquatic environments. Collaboration with local authorities supported initiatives to clean and revitalise urban water spaces around Kyiv and to integrate aquatic ecosystem themes into public environmental education.

The Academy is also exploring joint research projects with Ukrainian hydrology and marine-science institutions to analyse water-quality data and support evidence-based environmental management.

## Challenges and Future Plans

While the Academy has achieved progress in environmental education and operational water management, several gaps remain in implementing comprehensive marine-ecosystem programmes and specialised partnerships.

Key objectives for 2025 include:

1. Adoption and publication of the Marine and Freshwater Protection Policy (defining objectives for pollution control, plastic-waste reduction, and water-quality monitoring).

2. Launching annual World Water and Oceans Day campaigns in partnership with local NGOs and municipal authorities.

3. Developing joint research projects with environmental agencies on blue-carbon and microplastic assessment.

4. Creating a public SDG 14 dashboard on the sustainability website with quantitative indicators and open access to evidence.

5. Integrating marine biodiversity and aquatic ecology modules into Bachelor's and Master's curricula.





**Progress**  
16.2

**2025**  
Ranking  
**101–200**  
Score  
**73.7**

**2024**  
Ranking  
**301–400**  
Score  
**57.5**

The Interregional Academy of Personnel Management (IAPM) actively supports the principles of SDG 15: Life on Land, recognizing the vital importance of protecting, restoring, and promoting the sustainable use of terrestrial ecosystems. The Academy integrates environmental stewardship into its educational, research, and operational activities — from preserving campus biodiversity and maintaining green zones to conducting research on sustainable land management and environmental policy. Through responsible land use, reforestation initiatives, and partnerships with governmental and environmental organizations, IAPM contributes to the conservation of natural habitats, prevention of land degradation, and promotion of ecological awareness among students and staff.

## RESEARCH

The Interregional Academy of Personnel Management (IAPM) actively contributes to **Sustainable Development Goal 15 – Life on Land**, which focuses on conserving terrestrial ecosystems, combating desertification, halting biodiversity loss, and promoting sustainable land management.

In 2024, IAPM researchers and students carried out applied and theoretical studies on **ecological safety, circular agriculture, urban greening, and land restoration**. Projects led by the **Research Center for Environmental Safety and Sustainable Development** analysed soil degradation, green infrastructure planning, and the integration of sustainable landscape design into urban environments.

A series of academic seminars on “*Ecological Resilience and Land Restoration in Post-War Ukraine*” addressed the challenges of soil contamination, deforestation, and environmental rehabilitation of damaged territories. IAPM’s scientific output in 2024 included publications indexed in Scopus and national journals under the keywords *biodiversity conservation, urban greening, sustainable agriculture, and ecosystem restoration*.

Partnerships with the **Ministry of Environmental Protection and Natural Resources of Ukraine, Holosiivskyi District State Administration**, and environmental NGOs enabled joint monitoring of green spaces and soil quality within Kyiv and regional IAPM campuses.

## Key initiatives and programs

### Biodiversity and Ecosystem Protection

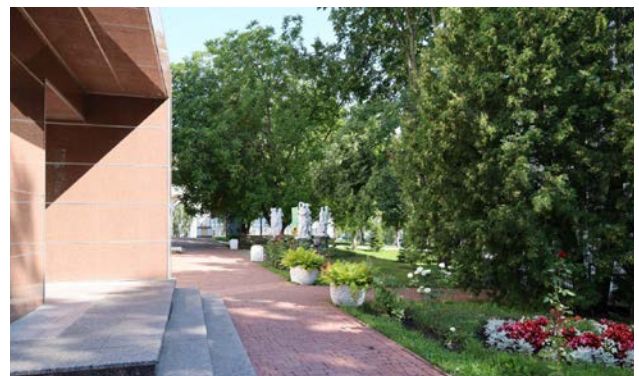
IAPM integrates biodiversity conservation into its institutional strategy and campus management. In 2024, the Academy adopted the **Policy on Biodiversity and Green Infrastructure**, which regulates the planting of native trees, protection of green zones, and creation of pollinator-friendly areas.

Regular environmental audits are conducted by the Bureau for Promotion of Sustainable Development Goals, which monitors vegetation diversity and soil quality on all IAPM campuses. The Academy cooperates with local forestry services to implement **tree-planting and reforestation initiatives**, adding more than **450 trees and 1,200 shrubs** across Kyiv and regional branches in 2024.

The **Young Naturalists Club** – created within the Yahotyn College of IAPM—organised ecological workshops for schoolchildren and university students, promoting awareness of native flora and fauna protection.

### Sustainable Land Management and Green Campus Development

IAPM has integrated sustainable land management practices across all facilities. Land-



scaped areas are maintained with **organic fertilizers and composted biowaste**, and irrigation systems use **collected rainwater** from campus rooftops.

During 2024, the Academy expanded its **green campus infrastructure**:

- Construction of new **eco-paths** and green corridors connecting academic buildings.
- Installation of rain gardens and erosion-control buffers around recreation zones.
- Implementation of **drought-tolerant and native plant species** to reduce water use.
- Creation of a small demonstration area for urban permaculture and low-impact gardening.

These initiatives improved soil fertility and reduced stormwater run-off, contributing to urban climate resilience and environmental quality in the Holiivskyi district of Kyiv.



### Education and Research Integration

Environmental education is a central element of IAPM's curriculum. Undergraduate and graduate programs in **Management**, **Ecology**, and **Architecture** include courses on:

- *Landscape Design and Urban Greening*
- *Ecological Safety and Environmental Policy*
- *Reclamation and Restoration of Degraded Lands*
- *Environmental Law and Sustainable Development*

Practical training projects engage students in campus landscaping and environmental monitoring activities. Field trips to botanical gardens and urban parks enhance understanding of ecosystem services and biodiversity management. IAPM's faculty supervises research projects on soil microbiota, land reclamation, and the use of digital technologies for green space inventory.

### Community Engagement and Awareness

In September 2024, IAPM joined the global campaign **World Cleanup Day**, mobilizing over 500 volunteers to collect waste and plant trees in

the Holiivska Community and the Yahotyn region. The action resulted in the removal of more than 10 tons of waste and the creation of new green zones near public spaces.

The Academy's student and staff volunteers also conducted monthly "Eco Saturday" initiatives focused on soil conservation and waste segregation. Educational events such as lectures on *Biodiversity and Human Health* and workshops on *Composting and Urban Greening* were organized for local residents and schoolchildren.

### Partnerships for Ecosystem Restoration

The **Research Center for Environmental Safety and Sustainable Development** collaborates with local authorities and environmental NGOs to rehabilitate natural habitats. A notable example is the **Joint Project for the Rehabilitation of the Sovski Lakes and River Lybid**,



implemented with the Kyiv Municipality. Activities included sediment cleaning, bioengineering bank protection, and monitoring of pollution levels.

Additionally, the Academy participates in the citywide program "Kyiv Green Map 2022–2025", supporting biodiversity inventory and green corridor development. Students and faculty members assist municipal ecologists in conducting tree censuses and habitat surveys.

### Public Events and Advocacy

In 2024, the Academy organized the annual **Environmental Forum "Life on Land and Urban Sustainability"**, bringing together scientists, students, and representatives from the Holiivskyi District Administration, the Kyiv Ecological Council, and partner universities. The forum focused on urban biodiversity management, pollution prevention, and ecosystem-based adaptation to climate change.

IAPM also held the art-eco competition **"Green Planet Through Students' Eyes"**, which encouraged creative interpretations of ecological responsibility and the interconnection

between humans and nature. Winning projects were displayed during the Sustainability Week on campus.

**Governance and Policies**

To institutionalize its efforts, IAPM has adopted a series of open-access policies related to SDG 15:

- **Policy on Biodiversity and Green Infrastructure** (2024 edition).
- **Environmental Protection Policy** – defining responsibilities for ecosystem conservation across departments.
- **Sustainable Procurement Policy**, which prioritizes local and eco-certified products and minimizes deforestation-linked materials.
- **Circular Waste Management Plan**, ensuring that biodegradable waste from cafeterias and gardens is reused as compost.

All documents are publicly available on the [official sustainability portal](#).

**Quantitative Indicators (2024)**

Indicator	Result / Output
Area of green zones managed by IAPM	4.6 ha across all campuses
Trees planted in 2024	450 trees + 1 200 shrubs
Green corridors established	6 new corridors within Kyiv Campus
Waste collected during World Cleanup Day	≈ 10 tons
Volunteers involved in eco-actions	> 500 students and staff
Compost and organic fertilizer produced	8 tons per year
Educational events related to SDG 15	20 trainings and workshops
Research papers on land and ecosystems	11 Scopus-indexed publications



**Recognition and External Evaluation**

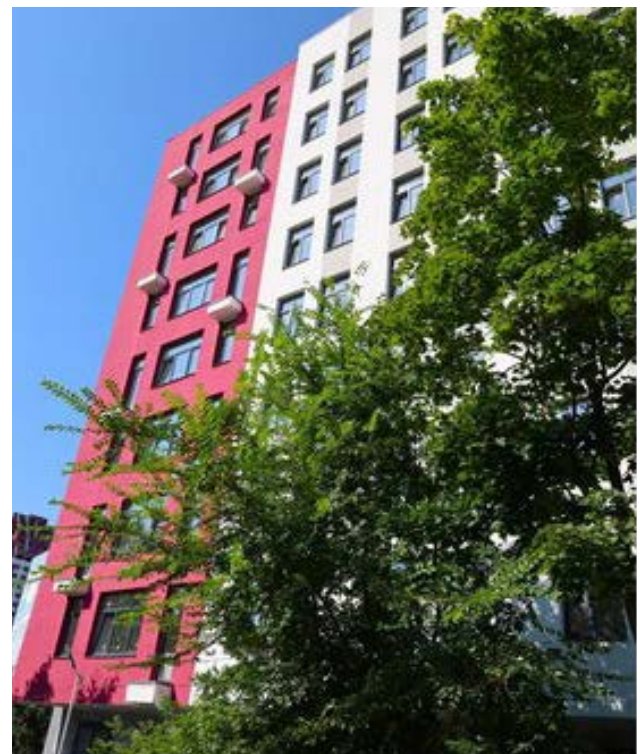
In 2024, IAPM was included in the **UI Green-Metric World University Ranking 2024** and the **QS Sustainability 2025 Index**, both acknowledging its progress in environmental and ecosystem management. Local authorities commended IAPM for its significant contribution to urban green development and for its role in the rehabilitation of Kyiv’s rivers and lakes.

The Academy’s experts also provided consulting support to municipal ecologists in developing guidelines for the maintenance of protected areas and the integration of nature-based solutions in city planning.

**Outlook and Future Priorities**

For the period 2025–2026, IAPM has set new objectives to strengthen its contribution to SDG 15:

1. Establish a Biodiversity Monitoring Hub with open data on species and green zones across campuses.
2. Develop a digital green atlas of IAPM territories showing trees, flora diversity, and ecosystem conditions.
3. Increase the proportion of native plants in landscaping projects to at least 70 %.
4. Launch a certificate course on Sustainable Land and Ecosystem Management for students and professionals.
5. Reduce the use of synthetic fertilizers and pesticides on campus by 50 % by 2026.



The Interregional Academy of Personnel Management (IAPM) is deeply committed to advancing the values of SDG 16: Peace, Justice and Strong Institutions, promoting a culture of integrity, transparency, and lawful governance. The Academy integrates these principles into its educational programs, research initiatives, and institutional policies, ensuring that future leaders are equipped with ethical and civic responsibility. Through collaborations with government bodies, legal institutions, and civil society organizations, IAPM contributes to strengthening public administration, enhancing access to justice, and building resilient, accountable institutions that uphold human rights and democratic values in Ukraine.

## RESEARCH

The Interregional Academy of Personnel Management (IAPM) integrates research and policy practice to strengthen good governance, rule of law, and human-rights protection in Ukraine.

In 2024 Academy scholars published papers and organised expert consultations addressing post-war justice, decentralisation reform, and institutional integrity.

Projects examined:

- the resilience of legal systems under martial law;
- anti-corruption strategies in higher education;
- psychological and legal support for war-affected citizens;
- digitalisation of administrative justice and public access to information.

Findings were presented at national and international conferences with participation of the Ministry of Justice, the Ombudsman’s Office, and UNDP Ukraine, contributing to public-sector innovation and evidence-based policymaking.

### The Academy’s Commitment

The Interregional Academy of Personnel Management actively supports **Sustainable Development Goal 16 – Peace, Justice and Strong Institutions**, fostering ethical governance, hu-

man-rights education, transparency, and civic participation.

Through its legal, administrative, and educational activities, IAPM promotes peaceful, inclusive societies and develops institutional capacities that protect justice and democratic values.

## Key Initiatives and Programmes

### 1. Human Rights Education and Rule of Law

The Faculty of Law and regional institutes annually host the *International Human Rights Day Conference*, involving representatives of the Verkhovna Rada Commissioner for Human Rights, the National Police, and legal-aid centres.



Discussions covered the implementation of international conventions, protection of vulnerable groups, and legal mechanisms against domestic violence.

Within the national campaign “**16 Days Against Violence**”, IAPM students and lecturers delivered public lectures on women’s rights, prevention of trafficking, and equal access to justice.

These activities expand public understanding of human rights and nurture future professionals committed to justice and equality.

## 2. Free Legal Aid and Community Engagement

The **Student Legal Clinic** provides *free legal consultation* for students and residents of the Hosiivskyi community.

Typical cases concern labour law, family disputes, and protection of the rights of low-income or internally displaced persons.

In 2024 the Clinic handled over 400 requests and participated in municipal information campaigns on consumer rights and social protection.

The Clinic also trains students in legal ethics and mediation, linking education with community service.

## 3. Transparent Governance and Accountability

IAPM ensures open access to statutory, licensing, and financial documents through the *Public Information Access* portal on its official website and on the [sustainability platform](#).

Annual financial statements, audit summaries, and governance reports are published online to comply with transparency standards.

Internal governance relies on the [Academic Council](#), [Ethics Commission](#), and [Student Self-Government Council](#), guaranteeing stakeholder representation and participatory decision-making.

These practices align with indicators 16.6 and 16.10 – building accountable, transparent, and inclusive institutions.

## 4. Academic Integrity and Ethical Standards

The Academy has adopted a comprehensive **Academic Integrity Policy**, **Anti-Plagiarism Regulation**, and **Code of Ethics**.

All final theses are checked via plagiarism-detection systems; training sessions for faculty and

students raise awareness of research ethics and responsible authorship.

Cases of academic misconduct are reviewed by an independent committee, ensuring due process and institutional integrity.

## 5. Student Participation and Democratic Dialogue

The Student Self-Government Council plays a central role in campus governance.

In 2024 its representatives participated in the *Meeting of the President of Ukraine with student leaders*, presenting proposals on youth engagement in policy development.

At the institutional level, students have voting rights in academic councils and committees on quality assurance, promoting democratic values and inclusive decision-making.

## 6. Public Outreach and Education for Policy Makers

The Sustainability Development Bureau operates a special section **“Policy and Lawmaker Outreach and Education”**, delivering short courses for municipal officials and law-enforcement officers. Topics include evidence-based governance, anti-corruption policy, and ESG integration in public administration.

Workshops held in Kyiv and regional branches in 2024 trained more than 300 participants, strengthening cooperation between academia and state institutions.

## Engagement and Impact for Community

IAPM’s commitment to SDG 16 extends beyond campus boundaries.

Legal faculty members cooperate with local governments to review municipal by-laws, ensure compliance with anti-corruption legislation, and advise on transparent procurement.

Students participate in annual *Public Integrity Weeks* and volunteer programs that raise



awareness about citizens' rights and responsibilities.

The Academy's media team publishes articles on the sustainability website and social networks highlighting open governance, peace education, and ethical leadership.

### Participation in Government Research as a Means of Strengthening Institutions

The Interregional Academy of Personnel Management (IAPM) actively participates in [government policy-oriented research](#) projects in collaboration with national institutions – a key step toward



building effective, accountable, and inclusive institutions in line with the objectives of SDG 16.

Through these partnerships, IAPM develops recommendations and draft legislative acts for the Government and Parliament of Ukraine in areas such as labor relations, probation policy, and maritime administration. These efforts help enhance legal culture, facilitate dialogue between government and civil society, and promote transparent and evidence-based decision-making.

#### Indicators and Performance Highlights 2024

Indicator	Result 2024	Alignment with THE Impact methodology
Research papers on justice and governance	23 publications indexed in Scopus/ Google Scholar	16.1 – Research on peace and justice
Legal clinic consultations	≈ 400 cases per year (free assistance for community)	16.3 – Access to justice
Transparency documents online	> 120 files (public access 2024)	16.6 / 16.10 – Public access to information
Student representation in governance	35 % of collegial bodies include students	16.7 – Inclusive decision-making
Trainings for public officials and law enforcement	≈ 300 participants	16.3 – Rule of law education
Academic integrity trainings 2024	> 1 200 students and staff	16.6 – Institutional integrity

### Future Plans and Targets for 2025

1. Establish a *Center for Democratic Governance and Integrity Studies* to coordinate research and trainings on SDG 16.

2. Expand the Legal Clinic network to five regional branches and digitise case management systems.

3. Publish the first annual *Academic Integrity and Transparency Report* with institution-wide metrics.

4. Strengthen student participation in anti-corruption initiatives through the *Youth for Integrity* programme.

### Conclusion

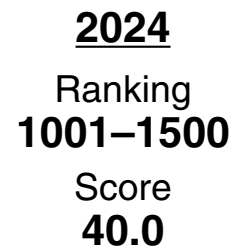
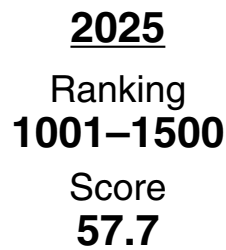
In 2024 the Interregional Academy of Personnel Management demonstrated significant progress towards SDG 16 by linking research, education, and community practice to the principles of peace, justice, and strong institutions.

Its systematic approach – combining human-rights training, legal assistance, institutional transparency, and ethical governance – strengthened trust and social resilience within the academic and local

community.

Future efforts will focus on expanding research visibility, digital transparency tools, and capacity-building for policy makers to consolidate Ukraine's democratic development and contribute to global peace and justice.





The Interregional Academy of Personnel Management (IAPM) recognizes that achieving the Sustainable Development Goals requires strong, inclusive, and cross-sectoral partnerships. Guided by the principles of collaboration and shared responsibility, the Academy actively cooperates with governmental bodies, international organizations, universities, and NGOs to advance education, research, and innovation for sustainable development. Through joint academic projects, policy-oriented research, and participation in international initiatives, IAPM contributes to building a global network of institutions working toward peace, prosperity, and environmental sustainability. These partnerships strengthen institutional capacity, enhance knowledge exchange, and promote the collective achievement of the 2030 Agenda for Sustainable Development.



**Governance, strategy & alignment**

**Institutional positioning in global sustainability ecosystems.** IAPM’s appearance in [QS World University Rankings: Sustainability 2025](#) and [UI GreenMetric 2024](#) signals formal participation in international-comparative frameworks that require institutional data disclosure, cross-pillar coordination, and continuous improvement cycles – core components of SDG 17 partnership accountability.

**Policy dialogue with public authorities.** IAPM joined a **Ministry of Education and Science of Ukraine (MoES)** roundtable on the role of private higher education in current challenges and reforms, reflecting SDG 17.17’s emphasis on effective public-private and civil-society partnerships for policy implementation.

**Notable 2024 partnership initiatives**

**Institution-wide sustainability literacy assessment via Sulitest.** IAPM signed a **formal contract** with Sulitest and ran **TASK** testing for students and faculty to evaluate sustainability knowledge and use results to improve curricula and quality assurance. The notice explicitly situates Sulitest within the UN Partnerships for the

SDGs ecosystem and the HLPF review process. This elevates evidence-driven monitoring and benchmarking across programs.

**QS Sustainability participation.** IAPM is listed in QS Sustainability 2025, with a dedicated update noting institutional standing; a second item specifies the exact position (1,451 of 1,751 globally). Participation fosters peer benchmarking, external validation and methodological learning loops with international peers.

**UI GreenMetric participation.** IAPM reports its first-year placement (overall #1112; #14 in Ukraine) in GreenMetric 2024, integrating with a global platform covering 1,477 universities from 95 countries – another mechanism for structured data exchange, comparative learning and targeted improvements.

**COP29 follow-up national forum (“Ukraine at COP29”).** Participation connected IAPM with ministries, business and international partners to discuss national decarbonisation pathways (LT-LEDS) and climate governance. This exemplifies knowledge exchange between government, academia and civil society for SDG delivery.

**Council of Europe / Strasbourg “AI in Justice” World Forum (3<sup>rd</sup> edition).** IAPM’s Institute



of Security engaged in international dialogue on AI governance in the justice sector, including meetings with the **World Association of Judicial Officers** and officials from the **Ministry of Justice of Kosovo** – a concrete case of global legal-tech cooperation and institutional link-building.

**International legal scholarship platforming:** At **Jagiellonian University (Kraków)** IAPM discussed prospective **international research** in law, law enforcement and security with Polish partners – promoting cross-border research



pipelines consistent with 17.6 (knowledge cooperation) and 17.16 (multi-stakeholder networks).

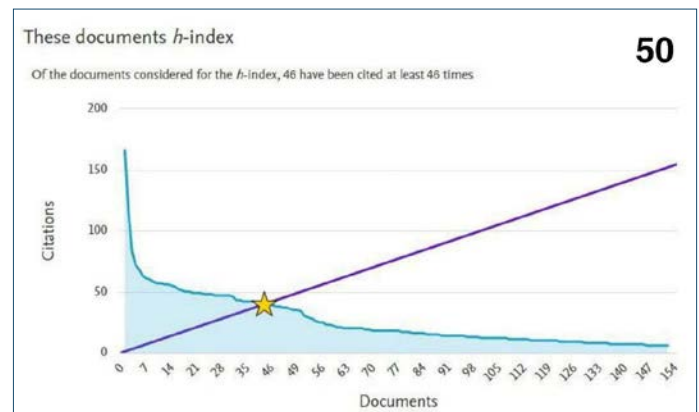
**International human-rights conference (Khmelnyskiy institute).** A multi-institutional event gathered **170+ scholars** from **25+ institutions** across **Ukraine, China, Spain, the UK** (including University of Glasgow and University



of Strathclyde). This materially expands IAPM's co-creation and dissemination footprint around **SDG-linked rule-of-law topics**.

**Patent registration (IoT data module).** Technology transfer outcomes (registered utility **model #158015**) evidence practical knowledge generation that can underpin industry, city and civil-society collaboration – an enabling channel for **SDG partnerships**.

**Bibliometric momentum (Scopus h-index 50).** Consolidating research visibility and citation networks increases IAPM's attractiveness as a partner in international consortia and grants.



### Contribution to SDG 17: Partnerships for the Goals

The **Interregional Academy of Personnel Management (IAPM)** actively advances the targets of **SDG 17** by developing strong partnerships, promoting knowledge exchange, and strengthening institutional capacity for sustainable development at both national and international levels.

The Academy's cooperation with the **Ministry of Education and Science of Ukraine** through a national roundtable with private higher education institutions demonstrates structured and effective engagement between the public and private sectors. This partnership promotes **education reform, equitable access, and quality assurance**, which are key governance conditions for sustainable **SDG** implementation.

Through the integration of **Sulitest** – an internationally recognized sustainability literacy and assessment tool – IAPM enhances the competencies of both staff and students. The results inform curriculum development, strengthen institutional quality assurance mechanisms, and build long-term capacity to mainstream the **SDGs** across academic programs.

IAPM actively engages in legal, climate, and AI/justice research forums – both domestic and international – and maintains ongoing collaborative dialogues with universities such as **Jagiellonian University (Poland)**. These partnerships create durable channels for **knowledge exchange, joint research, and future co-publications**, reinforcing the global academic network for sustainable governance and innovation.

#### **Outputs and Early Outcomes**

- **Sustainability literacy pilot launched:** Implementation of the **TASK by Sulitest** pilot provided measurable insights for enhancing curricula and embedding SDG content into teaching and program design.

- **Expanded international policy networks:** Engagement in forums such as **COP29** and the **World Forum on AI & Justice (Strasbourg)**, along with the **Jagiellonian University partnership**, has enabled joint research proposals and forthcoming co-publications (2025 onwards).

- **Cross-border academic cooperation strengthened:** A major international conference on **human rights**, involving over **170 scholars from 25 institutions**, reinforced IAPM's role as a **national hub for SDG-related academic diplomacy**.

Through sustained cooperation with national ministries, international organizations, and academic institutions, the **Interregional Academy of Personnel Management** demonstrates its **capacity to serve as a catalyst for cross-sectoral SDG partnerships**. By integrating data-driven management, capacity building, and global collaboration, IAPM contributes meaningfully to Ukraine's and the world's progress toward the **2030 Agenda for Sustainable Development**.

