



**NATIONAL AGENCY
for HIGHER EDUCATION
QUALITY ASSURANCE
(UKRAINE)**

Approved by the decision of
the National agency for higher
education quality assurance
on April 16, 2019.

*The Strategy was prolonged
on October 25, 2022
at NAQA Board meeting
for the period of martial law*

STRATEGY

OF THE NATIONAL AGENCY FOR HIGHER EDUCATION QUALITY ASSURANCE TO 2022

INTRODUCTION

Assuring higher education quality is a basic requirement of any contemporary educational system, a key principle of the Bologna Declaration and an indisputable priority for academics and public education policy-makers in Europe and other developed countries. Unfortunately, Ukraine is not a leader in the field of quality assurance in higher education: among the country's problems one can name degradation of individual higher education institutions, academic malpractice, provision of poor educational services, lack of interaction and trust between stakeholders.

The driving force for higher education quality assurance should be the National Agency for Higher Education Quality Assurance, which is an independent, permanent, collegial body, set up by the Law of Ukraine "On Higher Education" in 2014.

The initial composition of the National Agency was selected in 2015, but for a variety of reasons it was unable to start its work. In 2018, the National Agency was “restarted”. The Law of Ukraine “On Education” adopted in 2017 changed the principles according to which Agency members were selected to include an international Selection Commission followed by approval by the Cabinet of Ministers of Ukraine. The Agency’s senior management was selected and approved by the Cabinet of Ministers of Ukraine in January-February 2019. At the end of February 2019, the National Agency formally commenced its activities, appointed the Head of the Secretariat and began the selection and appointment of its staff.

Today, the National Agency is building its capacity to implement public policy in the sphere of higher education, to confront modern challenges and to catalyze changes in higher education in Ukraine in order to shape its quality culture. Our Strategy is a guide to these reform efforts, defines the Agency's mission and values, declares strategic goals and directions for their implementation.

1. MISSION

The mission of the National Agency for Higher Education Quality Assurance is to catalyze positive changes in higher education and to shape its quality culture

2. STRATEGIC GOALS AND GENERAL AREAS OF IMPLEMENTATION

The strategic goals of the National Agency are realized in three main directions:

1. Quality of educational services

- guaranteeing the quality of educational programs through the introduction of an effective accreditation procedure and a rigorous attitude to the Agency's procedures and activities of higher education institutions;

- promoting the functioning of internal quality assurance systems in higher education institutions through the implementation of advisory and information activity and benchmarking of local quality systems;
- agreeing the standards and developing the criteria for higher education quality assurance based on best international and national practices.

2. Recognition of the quality of scientific results

- building a policy of research integrity through the introduction of transparent and effective procedures; zero tolerance for pseudoscience;
- introduction of certification procedures for research personnel that meet the best European standards;
- accreditation of specialized scientific councils on the basis of a developed provision and monitoring their activity.

3. Ensuring the systemic impact of the National Agency's activities

- monitoring and analysis of the results of higher education institutions' activities in ensuring education quality through the implementation of accreditation procedures and certification of research personnel;
- promoting the integration of the Ukraine's higher education system into the global educational and research communities by establishing partnerships with foreign quality assurance agencies, encouraging international cooperation among higher education institutions, and recognizing educational and research degrees obtained in foreign HEIs;
- ensuring effective interaction in the field of higher education quality assurance among all stakeholders through mutual respect, restoring trust, ensuring openness in communication;
- stimulating the participation of Ukrainian higher education institutions in international educational and scientific rankings based on the introduction of new qualitative criteria;

- use of global best practices while respecting national educational traditions;
- building our own positive reputation through earned confidence in the Agency on the part of educational process participants and stakeholders

These objectives are to be achieved through the implementation of the Agency's values and principles of internal culture.

3. VALUES

- Partnership - the ability to collaborate on the basis of equality, hearing all perspectives and respecting existing and potential partners.
- Innovation - the ability to produce and implement new ideas, technologies and techniques related to higher education quality assurance that are not used in current national practice.
- Responsibility - the ability and willingness to respond adequately to the consequences of actions and decisions taken.
- Integrity - a commitment to moral principles and standards that are consistent with the principles of professional ethics and personal integrity.
- Openness - the Agency's readiness to cooperate with all parties interested in improving the quality of higher education in Ukraine.
- Transparency - the willingness to provide the public with complete and objective information about the Agency's system and performance.
- Independence - the Agency's ability to perform its functions fully and qualitatively without outside influence.
- Reliability - implementation of the Agency's activities based on a totality of established facts.
- Professionalism - having deep competence as a basis for making reasoned decisions.

- Demand - a constant pursuit of professionalism, objectivity and truth.
- Trust - confidence in the integrity and kindness of all educational process participants.

4. PRINCIPLES OF THE INTERNAL CULTURE OF THE ORGANIZATION

- respect for everyone's opinion, collegiality, desire for consensus;
- striving for self-improvement, self-development based on critical self-esteem;
- cultivating a spirit of mutual support, sincerity and initiative;
- building and maintaining institutional and personal reputation.

5. PROCEDURE FOR APPROVAL, PROMULGATION AND UPDATE OF THE STRATEGY

This strategy is to be approved by a decision of the National Agency at its next meeting.

The public presentation of the strategy (Annex A) shall be published on the official website of the National Agency.

The strategy is updated during an annual strategic session during which accomplished tasks are assessed and goal-achievement analyzed. The strategy is updated by taking into account changes in the internal and external environment.

6. IMPLEMENTATION AND MONITORING OF THE STRATEGY

The strategy implementation plan is developed and approved annually. The annual plans for the implementation of the strategy shall be formulated by the Chair and Vice-Chairs of the National Agency, Committees of the National Agency, the Head of the Secretariat of the National Agency, its departments and subsidiary units in accordance with their functional responsibilities. The form

of the Strategy Implementation Plan is attached (Annex B). The strategy implementation plans are based on the Strategy to 2022 approved by the decision of the National Agency on April 16, 2019.

Members of the National Agency for Higher Education Quality Assurance are responsible for monitoring the implementation of the strategy with the support of the Secretariat, its departments and other units. Monitoring includes verification, annual introspection and external evaluation of strategy implementation.