

NATIONAL AGENCY for HIGHER EDUCATION QUALITY ASSURANCE COMMUNICATION STRATEGY

Kyiv ♦ 2022

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1. PREREQUISITES

Higher education quality assurance is a modern requirement, a key principle of the Bologna Declaration and an undeniable priority for the academic community and the state educational policy of European countries and other developed countries of the world. Due to globalization and the constant growth of information technologies role, successful communication itself helps to achieve the necessary European integration goals of Ukraine.

In the era of turbulence, the COVID-19 pandemic, and the full-scale invasion of Russian Federation in Ukraine, communication is becoming the main method of preserving the trust of citizens in state institutions and the system of higher education quality in Ukraine. Thus, stabilization of the educational sphere, adaptation to modern conditions and overcoming the consequences of the war are possible only with complete unity in society, its trust in the National Agency for Higher Education Quality Assurance (hereinafter – NAQA).

Russia's aggression is aimed not only at military objects, but also at the most valuable thing – knowledge. The enemy has been trying to destroy our identity since the days of the Russian Empire establishment. Violent Russification, executed revivals, systematic rewriting of history and destruction of Ukrainian-language publications. Today, this war has become obvious: thousands of victims, destroyed destinies and cities. The number of damaged educational institutions is constantly increasing. Despite the fact that the ruthless enemy destroys cities and villages, higher education institutions continue their important work, the educational process does not stop.

Overcoming the catastrophic destruction of the war becomes possible only on the condition of understanding the perspectives and the clear idea of the future of Ukrainian higher education and conveying this to the citizens of Ukraine. NAQA Communication Strategy is devoted to the understanding between

members of educational community and the main stakeholders for the fulfillment of these tasks.

2. NAQA COMMUNICATION GOAL AND TASKS

Goal

To establish systematic information interaction (communication) of NAQA with Ukrainian society and the international community.

Tasks:

- Increase the level of awareness of Ukrainian society and the international community by disseminating high-quality, reliable and up-to-date information about NAQA activities and higher education quality assurance system in Ukraine.
- Promote NAQA activities, its mission, goals and principles.
- Form a positive image of Ukrainian higher education system within the country, as well as abroad.
- Promote awareness of the Ukrainian society of the Ukrainian higher education system and the importance of this process regarding the European integration.
- Develop partnerships with foreign partners through bilateral and multilateral cooperation.

The purpose and tasks of the National Agency in the field of communications are based on the principles and values of NAQA.

THE MAIN PRINCIPLES OF NAQA ACTIVITY

1) Respect for the individuality of each participant of the educational process, striving for consensus and active interaction with all stakeholders during the planning and implementation of their activities.

2) Strict compliance with the legislation of Ukraine, norms of international law, generally recognized ethical norms.

3) Cultivation of the spirit of mutual support, initiative and sincerity in the educational community

4) Quick response to changes in society, adaptation of existing systems and procedures and introduction of relevant innovations.

NAQA 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.

3. CURRENT COMMUNICATION ANALISIS

<u><i>Strengths</i></u>	<u><i>Weaknesses</i></u>	<u><i>Opportunities</i></u>	<u><i>Threats</i></u>
<p>A large audience of NAQA information sources</p> <p>Activity based on the principles of openness, transparency and integrity</p> <p>Trust for NAQA information resources from Ukrainian and foreign readers</p> <p>Active cooperation with international experts, foreign agencies and organizations</p> <p>Regular and active outreach work, constant updating of information in social networks and on the website, reporting on</p>	<p>The difficulties of compiling a communication timetable are caused by the dynamism and spontaneity of information drives</p> <p>Limited financial resources for the work of specialists of the public relations department (for the use of licensed software) due to the shortening of the education budget</p> <p>Insufficient culture of a person behavior in social networks and the communication field in general</p>	<p>Implementation of effective event planning and information posts</p> <p>Improvement of the official site architecture</p> <p>Attracting a larger audience to NAQA information resources</p> <p>Improvement of the visual component of posts</p> <p>Using the best world practices with the support of international agencies and institutions</p> <p>Active involvement of</p>	<p>Constant threat to the lives of the Secretariat employees and NAQA Members as a result of the full-scale invasion of russian federation</p> <p>Cyber attacks on NAQA information resources</p> <p>Critical messages, information attacks by bots, involved persons regarding NAQA activities</p>

<p>NAQA to the public</p> <p>Ability to quickly respond to challenges and adapt</p>		<p>all groups of stakeholders for effective improving the existing processes in higher education quality assurance</p>	
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4. KEY AUDIENCES AND COMMUNICATION CHANNELS

Analysis of the target audience is one of the key components of successful communication, which determines the formation of communication channels and directions of their activity.

The Ukrainian language is mandatory for communication with the following audiences:

- Ukrainian society
- participants in the educational process;
- experts and specialists in higher education and quality assurance;
- state bodies and institutions;
- public organizations and business representatives;
- Ukrainian media, leaders of public opinion.

Communication in English is aimed at the following audiences:

- international educational community;
- foreign experts and specialists in the field of higher education and quality assurance;
- foreign and international organizations.

The target audience of NAQA is classified by communication channels.

NAQA COMMUNICATION CHANNELS

NAQA uses internal and external communication channels to best reach the target audience.

The main communication channels are:

- external communication channels (media, official communication channels, public events, etc.),
- own (site, social networks, personal pages in social networks of NAQA members).

NAQA own communication channels:

- 1) NAQA official website;
- 2) NAQA Facebook page;
- 3) NAQA Twitter page;
- 4) NAQA LinkedIn page;
- 5) the page of NAQA in Telegram;
- 6) the page of NAQA on Youtube;

Means of information transmission

- 1) NAQA meeting;
- 2) publications on the official website: announcements, news, clarifications, public information, documents, decisions of NAQA;
- 3) posts and messages in social networks;
- 4) newsletters by e-mail;
- 5) annual reports, self-assessment reports;
- 6) events – participation in regional / national / international events;
- 7) advertising materials – elements of the logo.

Hashtags

In order to arrange information messages by topic and for the convenience of information recipients on NAQA Facebook page, the next rubrics (hashtags) were developed: #naqa_стейхолдери (for news about NAQA cooperation with stakeholders), #naqa_діє (for news about NAQA activities, which is directed to assistance to educators, in particular during the full-scale invasion of russian federation), #naqa_інтернаціоналізація (for informational messages about NAQA international activities), #naqa_інформує (for NAQA appeals to the educational community), #naqa_радить (for selection of events, educational materials and opportunities that can be useful to educators), #naqa_незламні (for informational messages concerning the activities of educators and higher education institutions during the full-scale invasion of russia into Ukraine).

The following rubrics are used on English-language resources: #naqa_stakeholders; #naqa_acts; #UAEducatorsAtWar;

The content of each of NAQA own channels must meet the following criteria:

- 1) meet the interests and needs of the specified target audience for which the information is published;
- 2) to form a positive image of NAQA;
- 3) adhere to the communication formats developed for a specific channel and the corporate image of running social networks;
- 4) comply with the key values of NAQA;
- 5) broadcast key messages;
- 6) improve and ensure consistent exchange of information.

The official channels of NAQA communication do not include personal pages in social networks of members of the National Agency, employees of the secretariat, experts and members of industry expert councils.

NAQA does not limit the right of persons representing the Agency to have their own pages in social networks.

At the same time, NAQA recommends the content of posts related to NAQA should not:

- 1) contradict the laws, official positions, values and professional requirements of NAQA
- 2) contain confidential or restricted information;
- 3) contain unverified information from unreliable sources, including fake, manipulative or pseudo-sensational news.

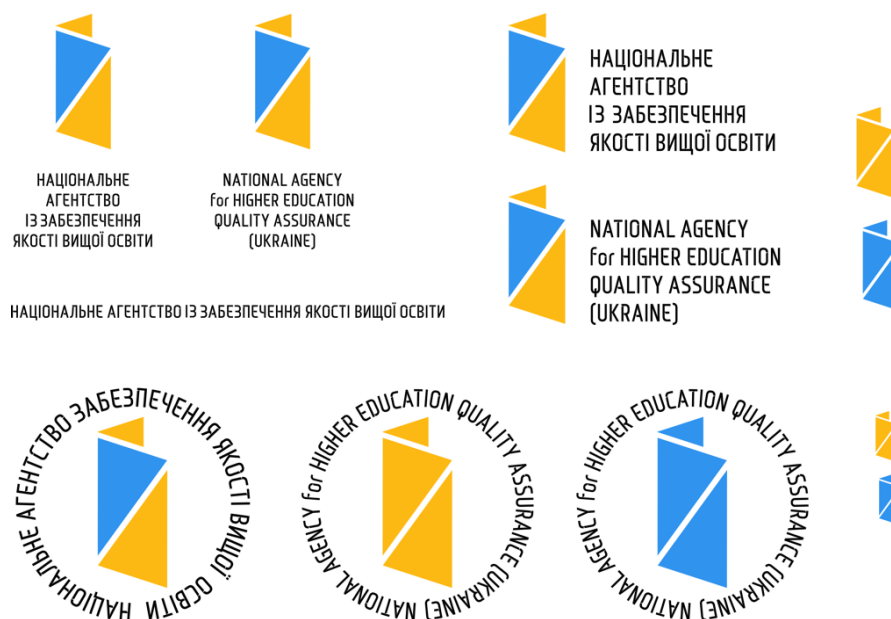
It is important to adhere to the ethics of communication in online communications, in particular the principles of mutual respect, decency, avoiding profanity, excessively emotional expressions, personal insults, baseless criticism, spreading rumors or confidential information, etc.

Posts may be published on personal pages in social networks about participation in official events, or process after publishing about this event on the official resources of NAQA.

Exceptions are cases where publication in this way is agreed in advance

VISUAL STYLE

The visual style of the National Agency is built around the logo and corporate colors.



The logo consists of two main visual parts. The basis of NAQA emblem of the is a simple and at the same time well-designed construction of three golden triangles, which are folded into a stylized open book, a symbol of education. The second part of the logo is the name of the Agency. The logo uses the font "Monitorica".

The visual part of information messages contains either a photo report from the scene of the event, or a content-appropriate template with a text message. Templates designed in the colors of NAQA logo are used in social networks and on the website. The logo and corporate colors of NAQA are also applicable to notebooks, pens, cups, sweatshirts, T-shirts, letterheads.

5. KEY MESSAGES

NAQA is a modern institution, which was created in accordance with the obligations assumed by Ukraine upon signing the Association Agreement with the EU. In accordance with Annex XLII to the Association Agreement with the EU, the Recommendations of the European Parliament and the Council of February 15, 2006 on further cooperation in the field of higher education quality assurance (No. 2006/143/EU) which provide that states -signatories should establish independent and reliable quality assurance agencies for their further

inclusion in the relevant register (EQAR) in accordance with ESG-2015 developed by the European Network of Quality Agencies (ENQA).

NAQA operates within the framework of Standards and recommendations implementation for quality assurance in the European Higher Education Area (ESG-2015). It became a part of the Association Agreement with the EU, which defines the ways of implementing the European and Euro-Atlantic course of our state declared in the Preamble of the Constitution of Ukraine.

NAQA aims to become a catalyst for positive changes in higher education and the formation of a culture of its quality.

NAQA comprehensively supports the participants of the accreditation process and other stakeholders.

NAQA actively acts in the international arena to popularize the higher education system of Ukraine, attract foreign experience, support, and spread domestic practices.

6. FINAL PROVISIONS

The Communication Strategy is approved by NAQA decision and published on the official website.

The Public Relations Department is responsible for monitoring the implementation of the Communication Strategy. The communication strategy to be updated annually, taking into account changes in the internal and external environment.

Appendix 3

KEY MESSAGES AT THE WAR TIME

Higher education quality assurance is a consistent longterm permanent process and it should not be stopped or terminated in emergency situations and wartime. Since February 24, 2022 NAQA has adjusted its activities to address wartime challenges and support Ukrainian Universities, professors and students during the most difficult times for all Ukrainians. The advisory and supportive role of NAQA has been raised during the wartime.

It's important to support the higher education community during the war and after Ukraine's Victory. Military actions have forced millions of Ukrainians to flee inside Ukraine and abroad. NAQA shares best practices and information about initiatives and activities of Ukrainian HEIs and academia. We consult all our stakeholders on all the quality assurance issues during wartime. Supportive communication through social networks and other means is highly appreciated by stakeholders.

Leading Ukrainian universities offer academic support to students. These days most Ukrainian HEIs located in the relatively safe regions support students from the combat zones and destroyed universities offering them free access to classes, libraries, and the other facilities. NAQA regularly publishes the list of HEIs opened for students from combat zones. The war showed how kind, open, and supportive Ukrainian people are.

NAQA facilitates the Telegram channel for Ukrainian students. It provides them with information useful and interesting for youth. Study opportunities, modern literature, higher education news, psychological support, current information on NAQA activities (search for experts, roundtables, conferences), studies on the role of students in HEIs and higher education system, and many

other topics. Students are key stakeholders of higher education and their voice is critically important in the process of quality assurance.

On the daily basis, NAQA Twitter account (@naqa_ua) informs the international educational community about the current state of affairs in Ukrainian academic society and the quality assurance system. Since February 24, 2022, when Russia started war aggression against Ukraine NAQA Twitter account tells the truth about the horrible war crimes of Putin's fascist troops. This is a vital thing to be done to break through the darkness of Russian propaganda. We ask our international partners and friends for solidarity and promotion of the truth about the Russian war against Ukraine.

After the full-scale invasion of Ukraine by Russia, a lot of international associations stopped or suspended the membership of Russian scientists and organizations. Unfortunately, Russian academic society either supports Putin's war crime in Ukraine or is silent. There is evidence that higher education in Russia doesn't fulfill its key function - to ensure that educated people share human values, have critical thinking, and are prepared to be proactive citizens in a democratic society. We strongly believe that even silence is a very loud and clear position against peace and humanity. In such a case, Russian academic society should be isolated from a civilized democratic world.

Lots of Ukrainian educators and young students were forced to leave their classes, to take up arms and defend our homeland from occupiers. The others are volunteering 24/7 to provide all the needed support for our defenders, refugees, and vulnerable population. Besides, there are still those who continue fighting on the educational front teaching and studying in war conditions. We don't allow barbarians to demolish our world and everything we created and built during Ukrainian 1000+ years of proud history. Ukrainians strongly believe in our Victory! We will win and rebuild our Motherland!

Educators and scientists from all over the world are opinion leaders and have significant influence, so NAQA asks them not to remain silent and to tell the truth about the russian war in Ukraine. Ukrainians protect their children, their home, and their Motherland. We are at home, on our territory, and will fight for it!

The russian machine has the support of 71 percent of russia's population nowadays. Educators and scientists are among them. University lecturers operate with fictional and knowingly false facts about the war in Ukraine. The russian rectors openly supported russia's war against Ukraine. Education is used as a mouthpiece for the propaganda of violence! This is not a quality of higher education; this is a mockery of education! We call on all international educational organizations to deprive of russia's member status.

The heroic struggle of the Ukrainian nation against russian terror has been going on for more than half of the year. We call on educators around the world to become the voice of truth in this struggle, to increase the pressure on organizations and institutions to stop cooperating with russian and belarusian educators.

Article 26 of the UN's Universal Declaration of Human Rights states that "everyone has the right to education". Today the majority of the young population of Ukraine has limited right to education because of the russian against Ukraine. Instead of sitting in classes, children sit in bomb shelters. Instead of lectures, students listen how their cities being bombed.