

STRATEGY OF THE NATIONAL AGENCY FOR HIGHER EDUCATION QUALITY ASSURANCE TO 2026

The National Agency for Higher Education Quality Assurance (NAQA) commenced its activities since 2019 and became a catalyst for positive changes in higher education in Ukraine.

In 2024, educational and research activities of universities and scientific institutions in modern Ukraine are held under martial law, in tragic and exceptional conditions as for the twenty-first century. Russian full-scale invasion, destroyed HEIs, thousands of warriors and civilians' death, including students, teachers, scientists, the state's economy destruction, technical equipment and cultural heritage loss – all this requires not only an immediate reaction, but also planning for long-term recovery in the future.

NAQA, Ukrainian HEIs, and the other stakeholders face challenges related to bombing, electricity and Internet outages, destructions, and obstacles in logistics. Despite this, Ukrainian educators are enhancing higher education quality in Ukraine following ESG 2015, relying on the inevitability of European integration processes and promoting the higher education role in the future restoration of Ukraine.

Considering NAQA's key role in these processes and the necessity to comprehensively meet the challenges for further Ukrainian higher education quality system development, the Strategy provides updating mission, strategic goals, and directions for their implementation.

1. MISSION

To ensure sustainability and consistency in enhancing the higher education quality culture and its security through effective partnerships with stakeholders.

2. STRATEGIC GOALS

- To become full member of the European Association for Quality Assurance in Higher Education (ENQA) and to be registered in the European Quality Assurance Register for Higher Education (EQAR);
- To modernise external higher education quality assurance system, in particular, through developing the institutional accreditation model and launching the independent institutions for higher education quality evaluation;
- To encourage innovative practices in HEIs in the interaction of research, education, and business.

3. VALUES

- Partnership – collaboration based on equality and respecting partners.
- Innovation – new ideas, technologies, and techniques production and implementation related to higher education quality assurance.
- Responsibility – conscious attitude to the consequences of actions and decisions taken.
- Integrity – commitment to moral principles and standards.
- Openness – readiness to cooperate with all stakeholders.
- Transparency – willingness to provide public with complete and objective information on the higher education quality in Ukraine and the results of the Agency’s activities to ensure it.
- Independence – full and effective higher education quality assurance without outside influence.
- Professionalism – consistency of achieving high standards in higher education quality assurance using professional knowledge and experience.
- Trust – confidence that participants of the quality assurance process honestly perform their duties.

4. PRINCIPLES OF THE INTERNAL CULTURE OF THE ORGANIZATION

- Respect for everyone’s opinion, collegiality, and desire for consensus;
- Striving for self-improvement, and self-development based on critical self-assessment;
- 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 NAQA Board decision.

This Strategy shall be published on the official NAQA website.

The Strategy is updated at the strategic session, during which accomplished tasks are assessed, and goal achievement is analysed.

6. IMPLEMENTATION AND MONITORING OF THE STRATEGY

The Strategy Implementation Plan is developed and approved annually. The annual plans for the Strategy implementation shall be formulated by NAQA Head and Vice Heads, NAQA Committees, Head of NAQA Secretariat, 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 2026, approved by NAQA Board on June 25, 2024.

NAQA Board members are responsible for monitoring the Strategy’s implementation with the Secretariat support, its departments, and other units. Monitoring includes verification, annual introspection, and external evaluation of the Strategy implementation.