MINISTRY OF DEFENCE OF UKRAINE

NATIONAL DEFENCE UNIVERSITY OF UKRAINE

REGULATIONS
ON THE INTERNAL QUALITY ASSURANCE SYSTEM FOR
EDUCATIONAL ACTIVITIES AND MILITARY TRAINING AT THE
NATIONAL DEFENCE UNIVERSITY OF UKRAINE

Kyiv – 2025

REGULATIONS
on the Internal Quality Assurance System for Educational Activities and Military Training at the National Defence University of Ukraine

1. General provisions

1.1. Introduction

The National Defence University of Ukraine is a leading institution of higher military education, whose primary mission is to prepare highly qualified professionals for the Armed Forces of Ukraine, other military formations established in accordance with Ukrainian legislation, law enforcement agencies, and the armed forces of partner nations.

The University conducts its educational activities within the framework of the national system of higher education, as well as the military education and professional training system, in support of the Armed Forces of Ukraine and other entities within the national security and defence sector.

These Regulations establish the policy and strategic framework for ensuring the educational activities and military training quality at the University.

The University's Quality Assurance Policy (hereinafter – the Policy) serves as a cornerstone for improving institutional effectiveness, ensuring transparency, enhancing institutional reputation, addressing contemporary challenges, fostering professional development of academic staff, and strengthening international cooperation.

The implementation of this Policy directly supports the development of a highly capable and professional defence force, one that is able to effectively operate in a complex and evolving security environment. It also facilitates Ukraine's integration into the Euro-Atlantic security architecture and contributes to the achievement of NATO membership objectives.

This Policy is aligned with national standards for the quality of military education and is aimed at enhancing the personnel training and development for the Ukrainian defence forces. It reflects the principles and best practices set forth in NATO's **Education and Individual Training Directive (E&ITD) 075-007**.

The Policy governs the involvement of all participants in the educational process – including military students, academic staff, and support staff – as well as key external stakeholders, such as employers and alumni, in the University's internal quality assurance system.

1.2. Vision and mission of the Policy

Mission: To ensure a high level of military education by implementing a University-wide quality assurance system that aligns with national and NATO standards, fostering the continuous development of professional skills, moral integrity, and leadership qualities required for effective performance under current security conditions.

Vision: To develop a modern, effective internal quality assurance system that fosters the training of competent, professional, and ethically grounded military specialists, fully prepared to meet contemporary challenges and security threats.

1.3. Core principles of quality assurance in education and military training

The following principles form the foundation of the University's quality assurance approach:

Transparency and Accountability: Clear decision-making and open access to information on military education quality for all stakeholders. Defined responsibilities for leaders, instructors, and all educational participants.

Continuous Improvement: Incorporating mechanisms to regularly update programs, teaching methods, and infrastructure based on quality assessments and feedback.

Learner-centred approach: Educational programs and teaching methods must respond to the needs and professional development of military students.

Professional development of academic staff: Regular training, international exchanges, and performance evaluations to support teaching staff.

Results orientation: Clearly defined educational objectives, continuous assessment of learning outcomes and educator performance.

Objectivity: Evaluations based on specific, measurable criteria and transparent methodologies.

Academic integrity: Compliance with ethical standards and avoidance of conflicts of interest by all educational participants.

1.4. Key quality assurance documents

Quality assurance encompasses all domains of the University's activity: academic programs, research, staff development, educational support, and management. Main quality assurance processes include:

educational process planning

learning outcome assessment

staff development management

resource provision for military learners

1.4.1. Educational process planning

The University applies a systematic approach to the planning of the educational process, which consists of five distinct phases: analysis, design, development, implementation, and evaluation. Planning of the educational process at the University is carried out through identifying and executing tasks and activities aimed at ensuring the educational process for students in accordance with defined categories, types of education, forms of study, and formats for organizing the educational process.

Governing documents: Regulations on the organization of the educational process at the National Defence University of Ukraine; Regulations on the planning of the educational process for the academic year; University's annual master plan of key activities for the academic year.

1.4.2. Assessment of learning outcomes

At the University, assessment of learning outcomes for military education students is conducted in accordance with the requirements of the European Credit Transfer and Accumulation System (ECTS). Its core elements include credit points as a measure of the workload and academic achievement of the student, as well as a performance-based rating system for evaluating learning outcomes.

The implementation mechanism for the rating-based assessment system, procedures for academic performance control, and use of ratings in the attestation process of military education students are established by the University. Assessment is conducted based on predefined goals and learning outcomes for each educational component (module). Information regarding assessment procedures is communicated to military education students at the beginning of each module.

A key characteristic of the instruction of educational components is transparency and objectivity in evaluating student performance. This process enables identification of shortcomings in the existing assessment system and provides a basis for amending course syllabus (educational components, academic subjects, coursework, and practical training) to address such deficiencies.

The quality control methods used to verify students' mastery of educational components are determined by the educational program and academic curriculum. Learning outcomes are assessed via a rating system. The description of the rating-based assessment system is incorporated into the course syllabus and is made available to the students in advance. The assessment at the University follows a 100-point grading scale with conversion to national grading standards.

The University has an established procedure for appealing the results of assessment by military education students.

Governing documents: Regulations on the organization of the educational process at the National Defence University of Ukraine; Regulations on the procedure for appeals by students regarding decisions, actions or inaction of academic staff during ongoing and final assessment; Regulation on academic integrity at the National Defence University of Ukraine; Regulations on the certification of students at the National Defence University of Ukraine; Regulations on the recognition of prior learning (formal and non-formal) at the National Defence University of Ukraine.

1.4.3. Personnel development management

To enhance the professional knowledge, skills, and competencies of its academic staff, the University implements structured faculty development programs to sustain and improve their instructional capabilities.

Governing documents: Regulations on the professional development of academic staff at the National Defence University of Ukraine; Regulations on the organization of the educational process at the National Defence University of Ukraine; Regulations on the rating-based evaluation of academic staff at the National Defence University of Ukraine.

1.4.4. Educational resource management

The University has implemented internal procedures to ensure the availability of all required instructional resources (both material and informational) in order to provide additional support to military students.

Governing documents: Regulations on the organization of the educational process at the National Defence University of Ukraine; Regulations on the rating-based evaluation of academic staff at the National Defence University of Ukraine.

2. University quality assurance system for education

2.1. Organizational structure of the quality assurance system

The University's policy on ensuring the quality of educational activity and the quality of military education is implemented through its institutional quality assurance system. This system encompasses all internal policies, processes, and procedures necessary to plan and conduct the educational process, as well as all managerial and support functions required for successful execution of educational programs and the graduation of qualified military professionals.

The organizational structure of the University's quality assurance system operates on five levels (see Annex 1):

Level 1: Students (adjuncts, students, cadets) are directly engaged in the implementation of educational programs. Their feedback is used to update and refine those programs. The quality assurance policy mandates the involvement of military learners, their self-governance bodies, and alumni in maintaining and improving the quality of educational and military training.

Level 2: Direct execution and real-time monitoring of educational programs is conducted by department directors, program guarantors, course/module coordinators, professional military education course directors, and academic staff.

Level 3: Program implementation and administration, as well as periodic monitoring of academic programs and alignment with sector-specific labour market demands, is carried out by institutional subdivisions responsible for educational activities (e.g., institute and centre administrations).

Level 4: This level is responsible for developing, reviewing, piloting, and monitoring academic policy and university-wide standards, documents, procedures, and initiatives. It includes deputy university commanders by functional areas,

university-wide structural units, advisory and consultative bodies, the scientific-methodological laboratory for internal quality assurance of education, and the University methodological council.

Level 5: The highest level, responsible for strategic decision-making within the quality system. It includes the Academic council (as defined by the Law of Ukraine "On higher education" and the University charter) and the Commandant of the University. This level determines the institutional policy for internal quality assurance in military education, sets strategic objectives, and defines the legal, organizational-methodological, material, and psychosocial conditions for conducting the educational process.

2.2. Functional responsibilities of personnel within the military education quality assurance system

To organize and implement internal procedures for assuring the quality of educational activities and military education, a scientific and methodological laboratory for internal quality assurance of educational activities has been established within the scientific and methodological centre for the organization and conduct of the educational process.

The primary tasks of the scientific and methodological laboratory for internal quality assurance of educational activities includes:

monitoring the education quality system by gathering stakeholder feedback regarding the organization of educational activities at the University;

participating in the periodic review of educational programs;

analysing regulatory documents related to educational quality;

developing regulatory documents (regulations, procedures, instructions) concerning quality assurance and monitoring their implementation;

coordinating the activities of university structural units in implementing policies and measures for assuring the quality of military education;

managing the system for promoting and ensuring academic integrity at the university, including continual enhancement of mechanisms for preventing and detecting academic plagiarism in scientific and educational-scientific works of academic staff and military education cadets (within the scope of academic activities);

organizing surveys among military education cadets on the quality of the educational process, educational activities, curricula, and instruction delivered at the university, and providing recommendations for improvement;

gathering feedback from academic staff regarding the quality of educational process organization and educational activities at the University;

surveying employers regarding the quality of knowledge, skills, and competencies acquired by graduates for professional activities, and providing recommendations for educational improvement;

studying and summarizing the results of graduate surveys on satisfaction with the education received at the University, and issuing corresponding recommendations;

introducing procedures for measuring the quality of educational service delivery through testing and/or various control methods;

conducting knowledge assessments among higher education cadets, systematizing diagnostic tools for quality assurance;

monitoring the quality of professional development and qualification enhancement of the University's academic staff.

All academic staff involved in the educational process bear shared responsibility for identifying and reporting any quality-related issues, and for providing recommendations to correct and improve the process.

The Commandant of the University is responsible for the implementation and enforcement of education quality assurance policies and procedures. The Commandant makes final decisions regarding the conduct of the University's educational activities.

The deputy commandant for academic affairs oversees the education quality management system on behalf of the Commandant of the University. He is responsible for consistency and coherence among all processes and mechanisms related to quality assurance of educational activities and military education, as well as for performance indicators.

The head of the scientific and methodological centre (or head of the scientific and methodological laboratory for internal quality assurance) is responsible for developing and implementing education quality assurance policies and processes, and for monitoring the execution of planned quality management stages.

Institute (or Centre) directors are responsible for overseeing the quality of development and implementation of specific educational programs.

Department directors (Program Coordinators, Course Directors) are responsible for designing and coordinating educational programs, monitoring course planning and implementation, and identifying areas requiring maintenance or improvement.

Issues related to education quality management are reviewed and discussed annually during the University's educational-methodological assembly of scientific and academic staff, as well as periodically during meetings of the methodological council and the academic council.

The organizational matrix of the University quality assurance system is presented in Annex 2.

3. Strategy for implementing the policy on quality assurance of educational activities and military education

The system of quality assurance for educational activities and military education is oriented toward the accomplishment of the University's strategic development objectives. It reflects the University's image-building policy and is focused on the integrated and conscious adoption by all participants of the educational process of European academic values, the fostering of mutual trust and cooperation, the continuous improvement of the content, methods, and means of instruction, and the enhancement of conditions and standards in the professional training of military specialists.

The purpose of this strategy is to ensure and improve the quality of educational activities and military education, ensuring its alignment with international standards, and to establish a culture of quality within the University as a foundation for its competitiveness and that of its graduates.

Strategic objectives:

to define and detail the procedures for controlling the quality of educational activities and military education;

to ensure compliance of the University's educational activities with national licensing requirements, as well as with state, European, and international education standards;

to conduct monitoring of resources that support the University's educational process;

to analyze the status and effectiveness of the University's information systems in managing the educational process;

to align the University's internal quality assurance system with the external quality assurance procedures of higher military education in Ukraine;

to develop and continuously improve the University's information systems;

to implement a mechanism of self-assessment as an integral component of the University's sustainable development.

Core tasks of the strategy:

to allocate responsibilities among University structural units regarding the functioning of the internal quality assurance system for educational activities and military education;

to conduct expert reviews and ongoing monitoring of educational programs;

to organize and conduct surveys of target groups, including applicants, students, academic staff, alumni, and employers;

to ensure transparency of information about educational programs, academic degrees, and qualifications awarded by the university;

to develop and implement normative documents regarding military education quality assurance;

to provide recommendations for improving the quality of educational activities and military education;

to monitor and manage the university's resource potential, and to provide for the professional development of academic staff.

The university defines and systematically tracks performance indicators and key performance indicators (KPIs) to reflect progress in achieving educational outcomes and addressing assigned objectives, while also considering future changes in educational practices or processes. KPIs reflect the results of academic and other educational activities, while performance indicators identify achievements based on specific data, thus equipping leadership with additional tools for strategic decision-making (see Annex 3).

Performance indicators are established in the University development strategy through 2030. The implementation plan of the strategy is developed based on this overarching strategy and includes a list of tasks to be achieved within the given timeframe to realize strategic objectives across all lines of development.

For each academic year, annual plans of key activities are developed. These plans specify the expected values of performance indicators for tasks intended to be completed within that academic year, and identify the structural units responsible for each task. At the end of each academic year, a self-assessment and analysis of the University's performance is conducted. The results are reflected in the University's annual report and in the reports of its structural subdivisions.

The University has an established communication strategy aimed at supporting the achievement of the strategic goals outlined in the development plan through systematic internal and external communication efforts. The strategy outlines the

general principles and strategic goals of communication activities, key messages, target audiences, and communication channels.

Strengths of the University in ensuring the quality of educational activities and military education:

personnel, informational, and material-technical support for the educational process meets national and sectoral requirements and is continuously being developed and expanded;

the University provides an educational environment that satisfies the needs of military students enrolled in relevant educational-professional programs (EPPs);

the academic, scientific-pedagogical, and engineering-technical potential available ensures the implementation of the educational process;

the system in place for professional development of academic staff ensures a high level of scientific and instructional quality in delivering educational components;

a broad network of bilateral and multilateral cooperation with foreign educational and research institutions;

continuous modernization of educational content in line with current demands and integration of modern information technologies in education meets the student' needs for acquiring knowledge, skills, and competencies;

well-developed infrastructure and logistical base provide appropriate conditions for cadet training and living.

The future development of the University focuses on enhancing its prestige and is expected to be achieved through:

raising the professional qualifications of educational process participants by engaging in NATO DEEP programs, training in foreign institutions according to their specialization, participation in joint command-and-control exercises and training with military units, and international military exercises;

developing international partnership programs and strengthening cooperation with European military and civilian educational institutions and NATO-affiliated training centres;

increasing the volume and quality of scientific research conducted;

expanding academic mobility, particularly through an increase in invited lecturers and subject matter experts for course delivery;

enhancing access to and active use of NATO operational and exercise experience for academic staff professional development;

further improvement of the University's educational infrastructure and training facilities.

4. Education quality assurance process

4.1. Periodic review cycle of education quality assurance documents

The educational process at the University is implemented and its quality ensured through the University's command and control system, which guarantees continuity and predictability in decision-making both internally and externally – in cooperation with key stakeholders.

During the University's self-assessment and performance evaluation processes, data is collected that objectively reflects the actual situation and allows for identification of both strengths and areas for improvement. This data must be reliable,

relevant, and sufficient for making informed decisions aimed at improving the quality of education.

The schedule for the periodic review of education quality assurance documents is provided in Annex 4.

4.2. Monitoring and review of educational programs

The implementation of educational programs – including academic-professional, academic-scientific, and professional military education courses – at the University includes systematic monitoring and periodic review for continuous improvement. Such review may entail partial updates, comprehensive modernization, or full termination of specific educational programs.

Monitoring and review of educational programs is an integral element of the University's system for assuring the quality of educational activities and military education.

The objectives of educational program monitoring and periodic review are as follows:

to determine the attainability of stated objectives and program learning outcomes;

to confirm their relevance, taking into account global trends in the corresponding field of knowledge;

to enhance the quality and efficiency of the educational process;

to meet the needs of military education students and the expectations of military personnel training stakeholders.

Experts, professional practitioners, students, stakeholders, and other interested parties may also be engaged in the monitoring of educational programs.

The frequency of educational program monitoring and review is defined in the Regulations on monitoring and periodic review of educational program at the National Defence University of Ukraine.

Regulatory documents: Regulations on monitoring and periodic review of educational program at the National Defence University of Ukraine; Regulations on the organization of the educational process at the National Defence University of Ukraine, approved by University Commander's order no 516/нод dated 25 September 2024.

4.3. Survey and feedback system

A key element of quality management and an integral part of the University's education quality assurance system is the process of continuous improvement. This is supported through the systematic organization, collection, and analysis of feedback related to all aspects of the educational process.

To assess the current state of the educational process and other management processes that influence education quality at the University, periodic surveys are conducted among students, academic staff, alumni, military training customers, and other stakeholders. Each educational component (course, module) concludes with a performance analysis.

Feedback serves as a basis for educational process planning and enables continuous enhancement of military education quality.

Survey results are taken into account when:

developing new and revising existing educational program and syllabi;

evaluating academic staff;

making organizational decisions aimed at improving administrative support and/or the material and technical infrastructure for the educational process.

Regulatory documents: Regulations on surveys of students, academic, staff, alumni, and training customers at the National Defence University of Ukraine;

methodological guidelines on the organization, collection, and implementation of feedback results for educational process events at the National Defence University of Ukraine;

Regulations on the organization of the educational process at the National Defence University of Ukraine.

4. Quality assurance process in military education

4.1. Periodic review cycle of education quality assurance documents

The educational process at the University is implemented and its quality is ensured by the University's command and control system. This system guarantees continuity and predictability in the decision-making process, both internally and in interaction with key stakeholders.

During institutional self-assessment and performance analysis, information is used that objectively reflects the current state of affairs and enables identification of strengths and weaknesses. Such information must be reliable, relevant, and sufficient to support well-grounded decisions aimed at enhancing the quality of education.

The periodicity of reviewing the education quality assurance documentation is defined in Annex 4.

4.2. Monitoring and review of educational programs

The implementation of educational programs – including educational-professional, educational-scientific, and programs of professional military education (PME) — encompasses continuous monitoring and periodic review for improvement purposes. This process may involve partial updates, comprehensive modernization, or discontinuation of certain programs.

Monitoring and reviewing educational programs is an integral element of the University's quality assurance system and is essential for maintaining the quality of military education.

The objectives of monitoring and reviewing educational programs include:

evaluating the attainability of defined learning objectives and program outcomes;

validating their relevance in view of global developments in respective fields of knowledge;

enhancing the effectiveness and quality of educational process organization;

addressing the needs of military education trainees and defence customers.

Program monitoring may involve external experts, subject matter practitioners, students, stakeholders, and other interested parties.

The schedule for conducting monitoring and review of educational programs is established in the Regulations on monitoring and periodic review of educational programs at the National Defence University of Ukraine.

Reference documents: Regulations on monitoring and periodic review of educational programs at the National Defence University of Ukraine; Regulations on the organization of the educational process at the National Defence University of Ukraine.

4.3. Survey and feedback system

A critical element of the education quality management system is the process of continuous improvement. This is supported through the systematic collection, processing, and use of feedback regarding educational activities.

To assess the current state of the educational and administrative processes impacting education quality, surveys are periodically conducted among PME students, academic staff, graduates, defence customers, and other stakeholders. Each educational component (course/module) is subject to post-implementation review and evaluation.

Feedback is used to plan and adjust the educational process and to drive ongoing improvement in the quality of military education.

Survey results are taken into account during:
development of new and revision of existing educational programs and course syllabi; evaluation of scientific staff; adoption of organizational measures to improve administrative support and/or logistical infrastructure.

Reference documents: Regulations on conducting surveys (of trainees, academic staff, graduates, and defence customers) at the National Defence University of Ukraine; Guidelines on the organization, collection, and implementation of feedback results from educational activities at the National Defence University of Ukraine; Regulations on the organization of the educational process at the National Defence University of Ukraine.

5. Personnel management

5.1. Selection criteria for academic staff

Procedures governing the recruitment and competitive selection of academic staff at the University are designed to ensure the quality of educational activities and the overall standard of military education. These procedures are based on the applicable legislation of Ukraine, directives of the Ministry of Defence of Ukraine, the University's charter, academic council resolutions, and orders issued by the Commandant of the University.

Eligibility to participate in competitive selection is granted to individuals who meet the qualification requirements in terms of academic credentials, scientific qualifications, teaching and professional experience, as well as relevant specialization. The competitive selection process at the University is transparent and conducted in multiple stages, each of which allows for a comprehensive assessment of the candidate's professional suitability for an academic position.

Regulatory documents: joint order of the Ministry of Defence of Ukraine and the Ministry of education and science of Ukraine № 251/826 dated 25.08.2021, "On the approval of the procedure for competitive filling of academic vacancies in higher military educational institutions, military training units of higher education institutions, and directors of professional military education institutions under the authority of the Ministry of Defence of Ukraine"; Charter of the National Defence University of Ukraine.

5.2. Professional development of academic staff

The professional development of the University's academic staff is ensured through internships in military units, international training programs, advanced training courses, studies in both military and civilian higher education institutions of Ukraine, in-service training courses, participation in unit-level combat training activities, involvement in international military cooperation events, as well as participation in combat missions and operational deployments in areas of hostilities.

Professional development is a key component of the University's internal quality assurance system and is conducted through advanced training programs hosted by the University, scientific institutions, foreign professional military education institutions, or other authorized training providers operating under national legislation.

Certain activities such as participation in academic mobility programs, research internships, self-directed education, and attainment of academic degrees are recognized as forms of professional development.

An annual professional development plan is developed for the University's academic staff.

Regulatory documents: Regulations on the professional development of academic staff of the National Defence University of Ukraine; Regulations on the organization of the educa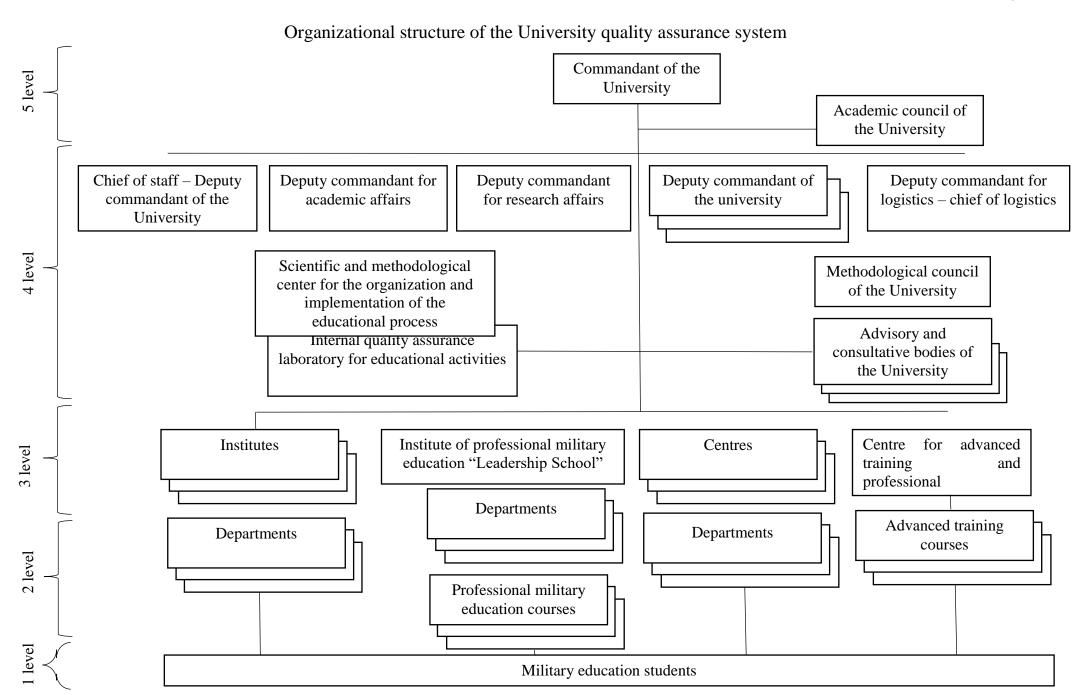tional process at the National Defence University of Ukraine; Annual professional development plan for academic staff of the National Defence University of Ukraine.

5.3. Academic staff evaluation

Performance evaluation is an integral part of the University's internal education quality assurance system and serves as a mechanism to promote continuous professional development, improvement of academic standards, and encouragement of creative initiative among academic staff.

Evaluation of performance is conducted at both the University-wide and departmental levels.

Encouraging the active engagement of instructors in the educational process and recognizing high levels of professional performance are essential elements of the University personnel management. Material and moral incentives are provided in accordance with the regulatory and legal framework of the Ministry of Defence of Ukraine.

Regulatory documents: Regulations on the performance rating system for academic staff of the National Defence University of Ukraine; Regulations on the organization of the educational process at the National Defence University of

Ukraine; Regulations on the incentivization of professional activities and evaluation of the University departments for the academic year.

6. Resource support and student services in military education

6.1. Management of the University's educational infrastructure

The University conducts training of military professionals using its own institutional infrastructure, which includes: academic classrooms, offices for academic staff, administrative spaces, barracks, dining facilities, simulation and training complexes, sports halls and athletic facilities, general military training facilities, a printing office, and a dedicated University training centre.

The available logistical resources, information support systems, and living infrastructure comply with technological standards required to initiate and sustain educational activities in accordance with national and defence-specific educational requirements.

All university classrooms are equipped with modern instructional technologies that fully meet the operational needs of the educational process.

Regulatory documents: development and modernization plan of the National Defence University of Ukraine; Regulations on the organization of the educational process at the National Defence University of Ukraine.

6.2. Information systems supporting the educational process

The University's knowledge management system includes:
the central repository of the distance learning platform of the Armed Forces of Ukraine (hereinafter – DL Platform);
an electronic library;
the University's official website, as well as the websites of its structural units and academic conferences;
Microsoft 365 and Google cloud platforms with extended service suites;
Zoom Workplace, the Strike Plagiarism anti-plagiarism platform, and Grammarly.

All training materials are accessible 24/7 via the MOODLE-based learning management system, which enables flexible and individual-oriented participation in educational activities. The DL Platform supports both conventional and distance formats of military education, using available tools for:
online testing and video-recorded lessons;
real-time feedback;
centralized access to educational resources;
implementation of adaptive learning strategies;
multi-format content delivery;
execution of complex course scenarios by instructors.

This technological ecosystem facilitates independent planning, execution, and enhancement of academic engagement by all participants of the educational process. It improves motivation, boosts team-based collaboration, and enhances information exchange between instructors and military learners.

The electronic library serves as a critical component of the university's learning environment, providing 24/7 access to all institutional educational and scientific publications, as well as materials from other cooperating Ukrainian academic and military institutions. Continuous modernization of library software is underway to expand its capabilities.

The official University website, together with the sites of structural subdivisions and events, ensures effective communication and dissemination of academic and operational information. A centralized document catalogue with advanced filtering and search functions is maintained, with direct access to video channels featuring instructional and informational content.

The Microsoft 365 and Google Workspace cloud systems offer tools for synchronous and asynchronous collaboration in both distance and hybrid formats. Their key functionalities include:

real-time co-editing of documents;

video conferencing, chat, and group messaging;

cloud-based file storage with controlled sharing and secure access;

integrated ai features (e.g., copilot in word, excel, powerpoint);

comprehensive data and endpoint protection tools, including encrypted email and compliance utilities.

Regulatory documents: Regulations on remote work of academic staff at the National Defence University of Ukraine; Regulations on the organization of the educational process at the National Defence University of Ukraine.

6.3. Public information and communication

The University adheres to the principles of transparency and openness, ensuring the right of every individual to access public information, including mandatory disclosures on the University's official website, as required by law.

The University maintains a strategic communication framework, which includes measures of public diplomacy and targeted engagement with external stakeholders. The University's public affairs office coordinates all communication efforts.

The University maintains an active presence on Facebook and YouTube, regularly publishing content related to academic programs, institutional events, and activities involving personnel and military learners.

Regulatory documents: Strategic communication policy of the National Defence University of Ukraine; Regulations on internationalization and academic mobility at the National Defence University of Ukraine.

Organizational structure of the University quality assurance system

5 level

Commandant of the University

Academic council of the University

4 level

Chief of staff – Deputy commandant of the University

Deputy commandant for academic affairs

Deputy commandant for research affairs

Deputy commandant of the university

Deputy commandant for logistics – chief of logistics

Scientific and methodological center for the organization and implementation of the educational process

Internal quality assurance laboratory for educational activities

Methodological council of the University

Advisory and consultative bodies of the University

3 level

Institutes

Institute of professional military education "Leadership School"

Centres

Centre for advanced training and professional

Departments

2 level

Departments

Departments

Advanced training courses

Professional military education courses

1 level

Military education students

Organizational matrix of the University quality assurance system

Tasks	Stakeholders									
	Ordering customer	Commandant of the University	Deputy commandant for academic Affairs	Institute directors	Department directors / course directors	Educational programs supervisors	Head of SML for IQEA	SML for IQEA	Academic staff	Military education students
Implementation of a system-based education and training approach	I	A	C	R	R	C	R	R	I	I
Quality assurance policy development	I	A	C	R	R	I	R	R	C	I
Preparation for licensing (certification) and accreditation (audit)	I	I	C	A	R	C	R	R	I	I
Educational programs development	C	I	I	I	A	R	C	I	R	I
Educational programs monitoring	C	I	I	I	C	C	A	R	C	I
Educational programs revision	C	I	I	I	C	C	A	R	C	I
Assessment system improvement for military education students and academic staff	I	I	I	I	C	C	A	R	I	I
Quality control of educational sessions	I	I	A	C	R	I	I	I	I	
Surveys organization of military education students, academic staff, graduates, and stakeholders	I	I	I	I	C	C	A	R	I	I
Professional development organization for academic staff	I	I	A	R	R	I	C	I	I	
Information resource management organization	I	I	A	C	R	I	I	I	I	I

SML for IQEA – Scientific and Methodological Laboratory for Internal Quality Assurance of Educational Activities

(R) Responsible – performs the task/activity within the quality assurance system

(A) Accountable – guarantees task completion and result delivery in the interest of quality assurance

(C) Consulted – provides input, expert advice or recommendations during the activity

(I) Informed – receives information about the activity periodically

Key performance indicators of the National Defence University of Ukraine

Key performance indicator	Responsible authority	Performance indicator (measurement)	Timeline	Evaluation panel	Remarks
Share of educational programs reviewed and updated	Deputy commandant for academic affairs	Educational programs percentage	annually	≥70% analysed – Green / 40–70% – Yellow / <40% – Red	
Courses number submitted for NATO certification	Deputy commandant for academic affairs	Courses number	before 01.09.2026	2 courses – Green / 1 course – Yellow / <1 course – Red	
Self-assessment reports in NATO-recommended format	Deputy commandant for academic affairs	Courses number	before 01.09.2026	2 courses – Green / 1 course – Yellow / <1 course – Red	
The number of updated professional military education course programs incorporating NATO requirements, STANAGs, and modern practices.	Deputy commandant for academic affairs	Courses number	before 01.09.2026	3rd year – green / 2nd year – yellow / 1st year – red	
Number of foreign advisors involved in the educational process	Deputy commandant for academic affairs (International relations)	Percentage change from the previous year	annually	≥5% – Green / 1–4.9% – Yellow / <1% – Red	
Number of academic staff who have undergone advanced training or internships at foreign military educational institutions	Deputy commandant for academic affairs	Number of academic staff	annually	more than 10 people per year - green / 5-10 people - yellow / less than 5 - red	
The percent of graduates who provided feedback on the relevance of their training to the actual tasks of the service is at least 60%	Deputy commandant for academic affairs	Percentage	annually	≥60% – Green / 30–59.9% – Yellow / <30% – Red	
Number of international scientific projects in the national security and Defence sphere	Deputy commandant for research affairs	Number of projects	annually	≥3 projects – Green / 1–2 projects – Yellow / <1 project – Red	
Increase in expenditures for development of the university's material and technical base	Deputy commandant for logistics – chief of logistics	Percentage change from the previous year	annually	≥5% – Green / 1–4.9% – Yellow / <1% – Red	
Difference between actual expenditures and the approved plan	Deputy commandant for logistics – chief of logistics	Percentage	annually	≤5% – Green / >5% – Red	

Quality assurance measures schedule of the University educational activities

№	Measure	Frequency	Responsible Authorities
1	2	3	4
1. Educational programs monitoring and review			
1.1	Quality assessment and review of higher military education programs and subsequent adjustments	once per academic year	University methodological council, deputy commandant for academic affairs, institute directors, department directors
1.2	Quality assessment and review of professional military education course programs	at the end of the course	University methodological council, deputy commandant for academic affairs, institute directors, department directors, course directors
1.3	Involvement of stakeholders in program development	during program development phase	institute directors, department directors, course directors
1.4	Submission to the methodological council of issues related to the optimization and improvement of educational programs	once per academic year	deputy commandant for academic affairs, University methodological council
1.5	Review of working curricula	once per academic year	scientific and methodological centre for academic support
1.6	Review of working programs of educational components, analysis of the availability and quality of educational and methodological support package	once per academic year	institute methodological committees, methodological council working group
1.7	Analysis of the chair's contribution to the preparation of educational program content.	once every 3 years (per schedule)	methodological council working group, institute directors
2. Military education students' assessment			
2.1	Knowledge assessment: entry assessment; current assessment; final assessment; graduation certification	once at the beginning of the course; throughout the semester (course); at the end of the semester (course)	University methodological council, institute and department directors, academic staff
2.2	Quality control of military education student's self-study	once per semester	institute and department directors

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2.3	Monitoring of military education student's military (naval) internships (practical training)	twice a year	institute and department directors, internship (practical training) supervisors
2.4	Conducting supervisory classroom visits	according to the established inspection schedule	institute and department directors, course directors, academic staff
2.5	Graduate survey	once a year	deputy commandant for academic affairs
2.6	End-of-course surveys of military education students	by special order	commandant, deputy commandants, institutes directors (centres)
2.7	Student Ranking by Academic Performance	at the end of the semester/course	institute directors, heads of student (cadet, postgraduate) councils
3. Personnel quality assurance			
3.1	Establishment of staffing requirements for educational activities	once a year	Commandant of the University
3.2	Monitoring compliance of academic staff qualifications with staffing requirements	once a year before the academic year	deputy commandant for academic affairs, deputy commandant for research affairs
3.3	Classroom instruction quality checks (peer reviews, department director visits, etc.)	throughout the academic year	department directors, methodological council working group
3.4	Review of the professional development and internships timeliness of management and academic staff	once a year	deputy commandant for academic affairs
3.5	Evaluation of individual academic staff performance indicators	twice a year	Commandant of the University, deputy commandant for academic affairs, institutes directors (centres)
3.6	Evaluation of unit-level performance indicators	once a year	Commandant of the University, deputy commandant for academic affairs
3.7	Student and graduate surveys on academic quality	at the end of semester/course	deputy commandant for academic affairs, institute directors, department (centre) directors
4. Provision of Resources for Educational Activities			
4.1	Assessment of educational purposes facilities	prior to academic year/course	deputy commandant for logistics – chief of logistics
4.2	Review of welfare and social infrastructure	once a year	deputy commandant for logistics – chief

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			of logistics
4.3	Assessment of classrooms, training ranges, labs, and facilities for equipment and modern tools	prior to academic year/course	deputy commandant for logistics – chief of logistics
4.4	Inspection of IT workstations, computer and multimedia resources	prior to academic year/course	chief of the communication and information systems
4.5	Availability of LAN and Internet access	once a year	chief of the communication and information systems
4.6	Assessment of learning materials (textbooks, manuals, lecture notes, guidelines, recommendations) availability and quality	once per academic year	deputy commandant for academic affairs, educational activities centre, institute (centre) directors, editorial and publishing department
5. Provision of information systems for educational management			
5.1	Monitoring the functioning of the integrated educational IT management system (document and database processing, cloud services)	year-round	chief of administrative directorate jointly with chief of communication and information systems
5.2	Regular compliance check of subsystems with licensing requirements: unified education database; class scheduling and dispatching; instructional resource management; R&D project management; E-document flow; HR management; financial/accounting management; library; distance learning systems	once a year	Commandant of the University, deputies commandant, institutes (centres), admin directorate, HR and finance directorates
6. Ensuring public access to information			
6.1	Regular review of published information on educational programs, learning outcomes, qualifications, and assessment procedures	each semester	deputy commandant for academic affairs, educational activities centre, institute directors
6.2	Publication of University and department activities on the official website and unit webpages	ongoing	deputy commandant for academic affairs, institute (centres) directors
6.3	Inspection of published program profiles upon new programs launch	upon new program	deputy commandant for academic

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		implementation	affairs, educational activities centre, institute directors
6.4	Monitoring the provision of public information using visual aids in university buildings and academic departments	constantly	deputies commandant, institute (centres) directors
7. Anti-plagiarism measures in research and education			
7.1	Monitoring of anti-plagiarism checks: before submitting research to the Academic Council; before acceptance of a dissertation by a specialized council	once per academic year	deputy commandant for research affairs, methodological centre for research activities
7.2	Review of educational and research publications and distribution of methodological materials with citation standards	once per academic year	deputy commandant for research affairs
7.3	Promoting academic integrity among students	beginning of academic year/course	deputy commandant for research affairs, methodological centre for research activities
7.4	Periodic review of minutes from faculty and academic board meetings addressing plagiarism issues	once per academic year	deputy commandant for research affairs, methodological centre for research activities
8. University policy on educational and military education quality assurance			
8.1	Analysis of implementation of internal quality assurance procedures per monitoring schedule	once per academic year	deputy commandant for academic affairs, institute directors, internal quality assurance laboratory for educational activities
8.2	University self-assessment and performance analysis	once per academic year	deputies commandant, institute (centres) directors