



NATIONAL DEFENCE
UNIVERSITY OF UKRAINE

2025

SELF-EVALUATION
QUESTIONNAIRE



**NATIONAL DEFENCE
UNIVERSITY OF UKRAINE**

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Today's Date:

20.08.2025

Name of the institution:

National Defence University of Ukraine

The name of the Commandant:

Colonel General Mykhailo Koval, Doctor of Military Sciences

Type of institution:

Higher Military Education Institution

Key partners and stakeholders*:

(*Note: trying to understand authorities, command and control, key stakeholders, and partners in the development of your educational requirements that are capstone for curricula development)

the Office of the Commander-in-Chief of the Armed Forces of Ukraine, heads of structural units of the Ministry of Defence of Ukraine, the General Staff of the Armed Forces of Ukraine, head of intelligence, commanders of the Armed Forces of Ukraine and commanders of branches of the Armed Forces of Ukraine, representatives of the security and defence sector of Ukraine

Partners :

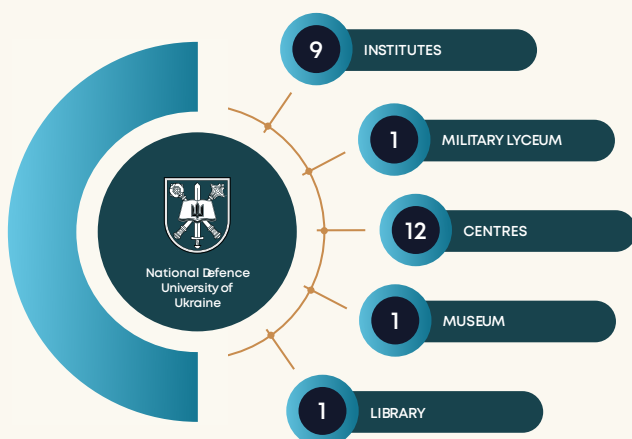
NATO DEEP, Baltic Defence College, Royal Danish Defence College; Swedish Defence College; Norwegian Defence University College

Web address:

www.nuou.org.ua

Number of staff and faculty - total positions, Number of staff and faculty positions filled, Number of serving military academic staff, Number of retired military academic staff, Number of civilian academics on staff, Number of contracted civilian academics, **(restricted information (it will be provided personally))**

Number of educational departments, Structure of the institution (graphical):



Point of contact

regarding the answers provided within this survey:

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This questionnaire

has been filled in the representatives of the National Defence University of Ukraine PME Audit Working Group. The provided information is based on the NDUU actual regulations and policies. The links to the referred documents are included in the document. It is possible also to use QR codes in order to download the referred documents. Because of martial law and security issues some information is absent and will be provided during the 2025 PME Audit Team visit to the NDUU as requested.

SECTION 1

QUALITY ASSURANCE POLICY AND PROCEDURES

1.1. Does your institution have a written Quality Assurance (QA) policy?

- + ***Yes (in the comments, please indicate year in which it was published)***
- No
- Currently in development
- Scheduled for development within the next six months

Comments:

In 2019, the National Defence University of Ukraine developed the Quality Assurance Policy which is regularly reviewed and updated (the Regulations on the internal quality assurance system for educational activities and military training at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-iqaseamt-25.pdf>).

Currently, the Quality Assurance Policy is a part of the Regulations on the internal quality assurance system for educational activities and military training at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-iqaseamt-25.pdf>.

1.2. Check all the items that your QA policy includes:

- + ***A quality assurance implementation strategy describing how the strategy will be implemented, monitored, and reviewed.***
- + ***An organizational matrix detailing the quality system***
- + ***Roles and Responsibilities of departments, as part of the organizational matrix, for quality assurance***
- + ***Involvement of the students***
- + ***A QA Review Cycle / Continuous Improvement Process, including collecting feedback reviewing courses, monitoring instructors, policy reviews, and synthesizing the results to improve process effectiveness.***
- Not applicable



Comments:

The NDUU Quality Assurance Policy has been developed in accordance with national standards for the quality of military education. It aims to improve the effectiveness of training military personnel for the Armed Forces of Ukraine and other components of the defence forces, and takes into account the provisions of the NATO Bi-Strategic Command Directive (Bi-SCD) 075-007.

The NDUU quality assurance policy covers the quality assurance implementation strategy, the organisational matrix of the quality assurance system, the roles and functional responsibilities of units (officials) within the organisational matrix, the cycle of quality assurance of educational activities and the quality of military education, the involvement of stakeholders in the process of continuous improvement, key performance indicators, and describes the supporting elements and resources for quality assurance.

1.3. Is your QA policy publicly available?

- + **Yes**
- No
- Currently in development
- Scheduled for development within the next six months

Comments:

The NDUU Quality Assurance Policy is included in the Regulations on the internal quality assurance system for educational activities and military training at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-igaseamt-25.pdf>.

1.4. Does your QA implementation and review strategy describe: Check all that apply.

- + **Implementation of the policy**
- + **Monitoring application of the policy**
- + **Review cycle of the policy**
- None of the above



Comments:

QA implementation strategy describes processes of Policy implementation, monitoring and review (Annex 4, the Regulations on the internal quality assurance system for educational activities and military training at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-igaseamt-25.pdf> .

1.5. Is your QA strategy included in your QA policy document?

+ ~~Yes~~

- No
- Currently in development
- Scheduled for development within the next six months
- Not applicable
- Separate document / Other location: (Please provide URL if publicly available)

Comments:

The NDUU QA strategy is included in the Regulations on the internal quality assurance system for educational activities and military training at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-igaseamt-25.pdf> .

The NDUU QA strategy describes the strategic goals of the quality assurance system, KPIs, basic principles of communication activities, strengths, as well as the NDUU opportunities vs weaknesses.



1.6. Does the institution have a self-assessment/performance review process?

- Yes, completed more than once a year
- + **Yes, completed annually**
- Yes, completed every other year
- Yes, completed every three years or more
- No
- Currently in development
- Scheduled for development within the next six months

Comments:

The National Defence University of Ukraine has implemented a process of self-assessment and performance review process. The purpose of NDUU self-assessment and performance review process is to study and evaluate educational and management processes in order to identify strengths, reveal weaknesses and develop strategies for further development and improvement of the quality of education. It includes assessing the educational environment, scientific and pedagogical activities, the level of knowledge, skills and abilities of military education students, their satisfaction with the educational process, as well as analysing the internal quality assurance system.

Self-assessment and performance review are conducted annually. The results of self-assessment are reflected in the NDUU activity report for the academic year and in the activity reports of structural units for the academic year.



1.7. Does the institution's self-assessment/performance review process identify feedback mechanisms to improve strengths, identify weaknesses to be rectified, enhance opportunities, and eliminate threats?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months
- Not applicable

Comments:

In the process of self-assessment/performance review process of the NDUU performance, feedback mechanisms are used to improve strengths, identify weaknesses that need to be corrected, expand opportunities and eliminate threats. In order to determine the current state of the educational process and other management processes that affect the quality of education, the university periodically conducts surveys of military education students, researchers, faculty, graduates, customers and other stakeholders. Each educational component (course, module) ends with the AAR.

Feedback mechanisms are described in the Regulations on the Survey of Students, Academic Staff, Graduates and Customers at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-ssasgc-25.pdf> ; Methodological recommendations on the organisation, collection and implementation of feedback results from educational activities at the National Defence University of Ukraine; Regulations on the organisation of the educational process at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-epo-25.pdf> .



1.8. What is the aim of your institution's self-assessment/performance review process? Check all that apply.

- + *Update the policy*
- + *Update the strategy*
- + *Improve the quality overall*
- + *Improve the quality of instruction*
- Not applicable

Comments:

The NDUU self-assessment/performance review process is conducted to study, evaluate and improve educational and management processes in order to enhance the quality of education and achieve better results.

The main objectives of self-assessment are:

- to determine the effectiveness of the university's internal quality assurance system;
- to identify strengths and weaknesses;
- to improve the quality of education and the competitiveness of the university;
- to ensure transparency and accountability of the university's activities, which contributes to increasing trust in the university on the part of students (educational program participants), faculty, customers and other stakeholders;
- and to form a culture of continuous improvement.



1.9 Does the institution's self-assessment/performance review process include the following information? Check all that apply.

- + **Current and accurate data**
- + **Objective data**
- + **Impartial data**
- + **Accessible data**
 - Currently in development
 - Scheduled for development within the next six months
 - Other
 - Not applicable

Comments:

The NDUU self-assessment/performance review process takes into account information that objectively reflects the state of affairs and allows for the identification of strengths and weaknesses. This information must be reliable, relevant and sufficient to make informed decisions about improving the quality of education.

The requirements for information obtained in the self-assessment/performance review process are set out in the Regulations on the internal quality assurance system for educational activities and military training at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-igaseamt-25.pdf>.



SECTION 2

LEADERSHIP AND MANAGEMENT

Section 2 is divided into two sub-sections (General Management and Resource Management) with a total of 18 questions. Personnel Management is covered in Section 4.

Section 2a: General Management (14 Questions)

2.1. Is the institution's role, in relation to the Ukraine Ministry of Defence, defined in key documents?

- + Yes
- No

Comments:

The National Defence University of Ukraine bases its activities on regulatory and legal acts defined in the system of the Ministry of Defence of Ukraine, as well as on the Statute of the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-statute-25.pdf>, which defines the main tasks, principles, rights, obligations, the NDUU Concept of Educational Activities, participants in the educational process, the place and role of the University in the system of the Ministry of Defence of Ukraine, etc. The University is a national higher education institution in the field of national security and defence and is under the jurisdiction of the Ministry of Defence of Ukraine.

In accordance with Order No. 414/nm dated 24 June 2024 'On the Approval of the Distribution of Key Tasks for the Further Development of Military Education between the Ministry of Defence of Ukraine and the Military Command of the Armed Forces of Ukraine,' the National Defence University of Ukraine is subordinate to the Minister of Defence of Ukraine: <https://mod.gov.ua/diyalnist/normativno-pravova-baza/nakaz-ministerstva-oboroni-ukraini-vid-24-06-2024-n-414-pro-zatverdzhennia-rozpodilu-osnovnikh-zavdan-z-podalshogo-rozvitku-viiskovoi-osviti-mizh-ministerstvom-oboroni-ukraini-ta-organami-viiskovogo>

In accordance with Resolution No. 467 of the Cabinet of Ministers of Ukraine dated 12 May 2021 'On Approval of the Regulations on Higher Military Educational Institutions' (<https://zakon.rada.gov.ua/laws/show/467-2021-%D0%BF#Text>) the National Defence University of Ukraine is a higher military educational institution operating within the military education system of the Ministry of Defence of Ukraine.

The Resolution of the Cabinet of Ministers of Ukraine No. 1410 of 15 December 1997 'On the Transformation of the Military Education System' (as amended on 30 December 2022 No. 1490) defines the role of the University for the defence forces: officers of the defence forces obtain operational-level military education through a course for



officers of the joint operational-level professional military education headquarters (L-3) under a single educational programme for all components of the defence forces, and the acquisition of strategic-level military education by officers of the defence and security forces is carried out in the strategic-level senior management course (L-4) of professional military education at the National Defence University of Ukraine: <https://zakon.rada.gov.ua/laws/show/1410-97-%D0%BF#Text>

The Order of the Ministry of Defence of Ukraine No. 479 of 16 July 2024, 'Instructions on the organisation and conduct of military-professional orientation of Ukrainian citizens and admission to professional pre-higher military education institutions, higher military educational institutions, military training units of higher education institutions and scientific institutions within the system of the Ministry of Defence of Ukraine' (<https://zakon.rada.gov.ua/laws/show/z1285-24#n7>) stipulates that the National Defence University of Ukraine shall implement:

obtaining a master's degree in 'Military Sciences, National Security, State Border Security' for officers in the specialities of 'Military Management (by type of armed forces)', 'Supply of Troops (Forces)', 'National Security (by Specific Areas of Supply and Types of Activity)';

training of officers in the operational joint staff officers course (L-3) and senior strategic management course (L-4);

training of heads of independent structural units of the Ministry of Defence of Ukraine, the Office of the Commander-in-Chief of the Armed Forces of Ukraine and the General Staff of the Armed Forces of Ukraine, the Intelligence of the Ministry of Defence of Ukraine, the Administration of the State Special Transport Service, the military command bodies of the Armed Forces of Ukraine and the relevant command bodies of other defence forces, central executive bodies and other state authorities responsible for defence and security issues, in the senior strategic management and state policy course (L-5).

Order of the Ministry of Defence of Ukraine dated 20 June 2024 No. 405/nm 'On the organisation of training for officers, sergeants and senior sergeants in higher military educational institutions, military training units of higher education institutions and institutions of professional pre-higher military education' determines the duration of professional military education courses.: <https://mod.gov.ua/diyalnist/normativno-pravova-baza/nakaz-ministerstva-oboroni-ukraini-vid-20-06-2024-n-405-pro-organizatsiiu-pidgotovki-ofitserського-serzhantskogo-i-starshinskogo-skladu-u-vishchikh-viiskovikh-navchalnikh-zakladakh-viiskovikh-zakladiv>



2.2. Does your Institution have a long-term development plan (covering such things as main areas of activities, main achievements, number of students per year, etc) based on its mission and vision?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months

Comments:

The National Defence University of Ukraine has the Development Strategy of the National Defence University of Ukraine for the period up to 2030: <https://nuou.org.ua/assets/documents/regulation-ds-2030-25.pdf>. The Strategy is based on defined vision and mission such as:

Vision:

The University is a leading national higher military educational institution in national security and defence, developing human capital in security and defence in accordance with the best national and international practices and standards, compatible with the educational programmes of partner countries. The University is a hub (centre) for strategic thinking in national security and defence, a leader in providing relevant education and scientific support, and a competitive, innovative educational and scientific institution in the global educational market. The university is a recognised centre of military education and science at the international level and actively participates in international projects. The university provides educational services to military and civilian representatives of NATO and partner nations and is a leading institution in the implementation of international scientific projects in the defence sector.

Mission:

Meeting the needs of the Armed Forces of Ukraine and other components of Ukraine's security and defence sector in leaders with a broad intellectual horizon by providing high-quality educational services, developing high-quality scientific and scientific-analytical products based on the results of fundamental and applied research in the field of national security and defence. Integrating the University into the military education and training system of NATO nations, implementing Euro-Atlantic standards of educational and scientific activity at the national level, and promoting the image of the University in the international arena.



An Implementation Plan for the Strategy has been developed for the period up to 2030, which:

- clearly defines actions for each strategic objective, as well as key performance indicators (KPIs);
- sets deadlines, responsible persons and reporting formats;

is signed by the head of the University, agreed by the First Deputy Minister of Defence of Ukraine and approved by the Minister of Defence of Ukraine.

Thus, the long-term development plan of the university is documented, normatively justified and implemented in management practice as a strategic development tool.

The Implementation Plan for the Development Strategy of the National Defence University of Ukraine for the period upto 2030 covers the following areas: promising areas of development of educational, scientific and innovative activities, digitalisation, internationalisation, development of moral and psychological support and logistical support for the university. In accordance with the calculation of the number of students enrolled in advanced training courses (pre-training, retraining), professional military education courses, and the volume of state orders for the training of specialists, scientific and scientific-pedagogical personnel in higher education institutions and scientific institutions for the corresponding year, the university provides training for applicants for military education.

The report of the Commandant of the National Defence University of Ukraine on KPIs achievements based on its mission and vision is annually published: <https://nuou.org.ua/assets/documents/zvit-nuou-2024.pdf> .

2.3 Does the institution use Key Performance Indicators (KPIs) to measure its performance?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months

Comments:

As part of the Implementation Plan for the Development Strategy of the National Defence University of Ukraine for the period up to 2030, the NDUU uses a system of key performance indicators (KPIs) to monitor the achievement of strategic goals.

The strategy implementation plan includes:

quantitative indicators for each strategic goal;



annual or quarterly reporting by responsible persons;

monitoring of compliance with NATO standards, state requirements and international approaches; and

the use of indicators of education quality, publication activity, level of digital competence, degree of internationalisation, effectiveness of scientific and innovative activity, etc.

In accordance with the Implementation Plan for the Development Strategy of the National Defence University of Ukraine, a KPI system has been developed for strategic goals, sub-goals and specific tasks in binary (“yes/no”) and quantitative forms (Appendix 3 to the Regulations on the Internal Quality Assurance System for Educational Activities and Military Training at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-igaseamt-25.pdf>).

2.4. Does the institution have a meaningful Communication Strategy for gathering and sharing information to internal (including students) and external stakeholders?

- + **Yes**
- No
- Currently in development
- Scheduled for development within the next six months

Comments:

The Communication Strategy of the National Defence University of Ukraine (<https://nuou.org.ua/assets/documents/regulation-cs-25.pdf>) provides for communication with internal and external target audiences, defines the basic communication channels and key messages for communication with the relevant target audiences in accordance with the general brand book of the Armed Forces of Ukraine – Guidelines for the use of graphic style in visual communication of the Armed Forces of Ukraine.

During martial law, no communication plan is being developed. The main channels of communication are the publication of announcements on the University’s official website (<https://nuou.org.ua/>) and official social media (<https://www.facebook.com/TheNationalDefenseUniversity.ua/>, <https://www.youtube.com/channel/UCUavXkPHcrgIEFOayEOtL8Q>).



2.5. Are there specific procedures/Standard Operating Procedure in place (for example, Plagiarism or Cheating, Program/Course Withdrawal, Academic Probation, Program Funding Allocation)?

+ **Yes (name content areas in the comment box)**

- No
- Currently in development
- Scheduled for development within the next six months

Comments:

The NDUU activities are regulated by a number of regulatory and legal documents, among which the laws of Ukraine, decrees of the President of Ukraine, resolutions of the Cabinet of Ministers of Ukraine, orders of the Ministry of Education and Science, orders of the Ministry of Defence of Ukraine, as well as the NDUU statute and other internal regulations developed on the basis of legislation, occupy a leading place. The NDUU has regulations and other normative documents that regulate the organisation of educational activities and problematic issues that may arise in the course of its implementation. A brief instruction (standardised operating procedure) may be developed for a normative document regarding its practical implementation. These regulatory documents are reviewed by the NDUU methodological council, approved by the NDUU Academic Council, and put into effect by orders of the NDUU Commandant.

The main regulatory documents of the university (standardised operating procedures) governing the quality assurance of educational activities and the quality of military education are:

- Development strategy of the National Defence University of Ukraine for the period up to 2030: <https://nuou.org.ua/assets/documents/regulation-ds-2030-25.pdf>;
- Regulations on the internal quality assurance system for educational activities and military training at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-iqaseamt-25.pdf>;
- Regulations on the organisation of the educational process at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-epo-25.pdf>;
- Regulations on Monitoring and Periodic Update of Educational Programmes at the National Defence University of Ukraine: <https://nuou.org.ua/assets/>



[documents/regulation-mpuep-25.pdf](https://nuou.org.ua/assets/documents/regulation-mpuep-25.pdf);

- Regulations on planning the educational process for the academic year at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-pepay-25.pdf>;
- Regulations on the Assessment of Learning Outcomes of Students at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-alos-25.pdf>;
- Regulations on the Rating Assessment of the Activities of the Academic Staff of the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-raaas-25.pdf>;
- Regulations on Advanced Training of Academic Staff of the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-atas-25.pdf>;
- Regulations on incentivizing the professional activities of academic staff and evaluating structural units of the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-ipaasesu-25.pdf>;
- Regulations on the Survey of Students, Academic Staff, Graduates and Customers at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-ssasgc-25.pdf>;
- Methodological Guidelines on the Organisation, Collection and Implementation of Feedback Results of the Educational Process Activities at the National Defence University of Ukraine
- <https://nuou.org.ua/assets/documents/regulation-mgocifrepa-25.pdf>;
- Regulations on the Appeal Procedure by Students against Decisions, Actions, or Inaction of Academic Staff, Other Officials of the National Defence University of Ukraine regarding the Organisation and Conduct of Formative and Summative Assessment: <https://nuou.org.ua/assets/documents/regulation-apsadaiasoo-25.pdf>;
- Regulations on Academic Integrity at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-pai-25.pdf> etc.



2.6. Does the institution use information systems/website/knowledge management system (KMS) to support its management and performance of key functions?

+ ~~Yes~~

- No
- Currently in development
- Scheduled for development within the next six months

Comments:

The NDUU continues to expand the use of modern educational technologies and distance learning technologies to organise the educational process using a blended learning approach.

The NDUU knowledge management system (hereinafter referred to as KMS) includes the Central Repository of Resources of the Distance Learning System of the Armed Forces of Ukraine (hereinafter referred to as the DL platform), an electronic library, the NDUU website, websites of the NDUU departments, conferences, the Microsoft 365 cloud platform with a set of services, the Google cloud platform with services, the Zoom Workplace platform, the StrikePlagiarism academic anti-plagiarism system, and the Grammarly platform.

All educational materials are available to participants in the educational process at any time and in any place through the NDUU learning management system (LMS) – MOODLE. The use of the DL platform provides support for the educational process in both traditional and distance formats. All available tools of the DL platform are used to improve the effectiveness of educational activities, such as organising and conducting tests, online classes with video recording and subsequent distribution to participants in the educational process, organising prompt and effective feedback, accumulating and disseminating knowledge, providing access to a wide range of additional educational resources, which allows for an individualised approach to learning, enabling scientific and pedagogical staff to teach educational material in various formats, implement complex scenarios for completing a course, etc. Together, this allows participants to individually plan and implement the educational process. Flexible access to educational materials helps to increase interest, improve communication between all participants in the educational process, and expand opportunities for teamwork.

An important element of the NDUU educational environment is the e-library, which contains all of the University's educational and scientific publications with open information, as well as those of other educational and scientific institutions in Ukraine within the framework of cooperation. The materials are online available to students 24/7. Work is ongoing to update and expand the functional capabilities of the e-library software.



The NDUU website and the websites of its structural units and conferences expand the functional capabilities for information support and organisation of interaction between all participants in educational and scientific activities. The NDUU website contains a catalogue of documents and materials with effective search and filtering tools. In addition, the websites provide links to the University's video channels with educational and informational materials.

The Microsoft 365 cloud platform with a set of services and the Google cloud platform with services provide additional effective tools for organising the joint work of participants in the educational process of the University, both in remote and blended formats. The main features of these services, which have a significant positive impact on the effectiveness of the educational process, are: access to programmes and services from anywhere, the ability to collaborate on documents in real time, allowing to work effectively together as a team, regardless of location, the ability to hold video conferences, exchange messages and organise group chats, which improves interaction between students (educational programs participants), provides space for storing files in the cloud, ensuring access to them from any device and the ability to easily share them with others, uses artificial intelligence capabilities to improve user productivity, for example, with Copilot in Word, Excel, PowerPoint and other programs, comprehensive solutions for data and device protection are offered, including secure email and compliance tools.

2.7. Does your institution have the ability to manage the following? Check all that apply.

- + **Seat allocation**
- + **Budget allocations**
- + **Record of student attendance**
- + **Record of student profile**
- + **Record of student current assignment**
- Request for development and instruction of this feature

Comments:

The NDUU trains and educates military specialists using its own educational and technical facilities, which include: classrooms, rooms for scientific and teaching staff, offices, barracks, canteens, training complexes, sports halls and sports facilities, general military training facilities, a printing house, and a university training centre. The university allocates classrooms for students (educational program participants).

Yes, the university has the ability to manage budget allocations within the framework of current Ukrainian legislation and budget allocations allocated by the Ministry of Defence of Ukraine.



The main aspects of managing the university's budget funds are:

- Institutional autonomy: the university has the status of a budgetary institution and receives funding from the state budget, independently plans and uses funds within the approved budget.
- Financial planning: The university draws up income and expenditure estimates, which are approved by the higher-level budget administrator. Within this estimate, the university may reallocate certain expenditures (for example, between expenditure codes).
- Targeted use of funds: Budget allocations have a clear purpose – to pay wages, scholarships, utilities, maintenance and development of educational and material resources. The use for purposes other than those intended is prohibited.
- Income from economic activities: In addition to budget funding, the university has the right to engage in economic activities.

The university's budget funds are managed in accordance with the requirements of the following governing documents:

- The Budget Code of Ukraine.
- Law 'On Higher Education'.
- Resolution of the Cabinet of Ministers of Ukraine No. 228 dd 28 February 2002 'On Approval of the Procedure for the Preparation, Review, Approval and Basic Requirements for the Implementation of Budget Estimates of Budgetary Institutions'.
- Order of the Ministry of Finance of Ukraine No. 333 dd 12 March 2012 'On Approval of the Instructions on the Application of the Economic Classification of Budget Expenditures and the Instructions on the Application of the Classification of Budget Lending'.
- Order of the Ministry of Defence of Ukraine No. 104 dd 22 April 2021 'On Amendments to the Order of the Ministry of Defence of Ukraine dd 22 May 2017' (as amended).
- Order of the Ministry of Defence of Ukraine No. 400 dd 3 August 2016 'On approval of the Regulations on the accounting and use of funds from the special fund of the state budget in the Ministry of Defence of Ukraine'.
- Order of the Ministry of Defence of Ukraine No. 300 dd 1 October 2021 'On the organisation of the formation and implementation of budget programmes (subprogrammes) in the system of the Ministry of Defence of Ukraine' (as amended).

Attendance is recorded in registers created for each study group. In addition, each student (educational program participant) has their own account on the distance learning platform, where they can view their academic performance <https://adl.mil.gov.ua/login/index.php>. Each student registers via Microsoft Teams.

On the distance learning platform, students (educational program participant)



have access to the programme they are studying, assignments, literature and the opportunity to submit their written work to the instructor for review. Instructors can plan classes for students (educational program participant) when conducting classes remotely using the platform.

2.8. Does your institution have an internal curriculum and instruction management plan?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months
- Not applicable

Comments:

The process of improving educational programmes at the university includes monitoring and periodic review for the purpose of improvement, which involves partial updating or more significant updating (modernisation) or closure of certain educational programmes. Monitoring and reviewing educational programmes is an integral part of the university's quality assurance process for educational activities and military education.

The process of improving educational programmes is described in the Regulations on the monitoring and periodic review of educational programmes at the National Defence University of Ukraine and the Regulations on the Educational Process Organization at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-epo-25.pdf>.



2.9. Does your curriculum and instruction improvement plan include the following? Check all that apply.

- + *Student satisfaction criteria*
- + *Instructor satisfaction criteria*
- + *Staff satisfaction criteria*
- + *Learning resources available and costs*
- + *Demographics of students*
- + *Institution key performance indicators*

Comments:

In accordance with the requirements of the Regulations on Planning the Educational Process for the Academic Year at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-pepay-25.pdf>, issues related to the improvement of educational programmes and training courses are included in the university's plan of main activities for the academic year and the plans of main activities of structural units for the academic year.

In the process of planning the improvement of educational programmes and training courses, the criteria for assessing the satisfaction of students, the criteria for assessing the satisfaction of researchers and faculty and staff, the university's capabilities in terms of resource provision for the educational process, and key performance indicators (KPIs) of the university's activities are taken into account.

Demographic indicators of applicants: there is no age limit for students enrolled in professional military education courses, while for applicants seeking higher education at the bachelor's, master's, and doctoral levels, the age limit for admission is specified in the Rules for Admission to the University in 2025: <https://nuou.org.ua/assets/documents/pp-nduu-2025.pdf>.



2.10. Does the institution have guidelines for recruitment of international students?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months
- Not applicable
- Not applicable, however may be relevant in the future

Comments:

Yes, the National Defence University of Ukraine trained foreign citizens before the start of the Russian-Ukrainian war. This activity was organised in accordance with the current legislation of Ukraine. Thus, in accordance with Resolution No. 729 of the Cabinet of Ministers of Ukraine dated 12 September 2018, 'Issues of Higher Education for Certain Categories of Persons' (<https://zakon.rada.gov.ua/laws/show/729-2018-%D0%BF#Text>), foreigners arrive to study in accordance with Ukraine's international agreements.

In accordance with Article 57 of the Resolution of the Cabinet of Ministers of Ukraine No. 467 of 12 May 2021 'On Approval of the Regulations on Higher Military Educational Institutions,' the educational institution has the right to engage in international cooperation in accordance with the procedure established by law in the following areas:

- training, retraining, advanced training and internships for military personnel (military specialists) from other countries;
- training, retraining, advanced training, and internships for faculty, cadets of the Armed Forces, and other components of the security and defence sector of Ukraine in higher military educational institutions of other countries;
- conducting joint scientific research and scientific and methodological conferences, symposiums and other events;
- conducting international weeks (information days) with the participation of researchers, faculty and military specialists from other countries;
- participating in bilateral and multilateral intergovernmental and interuniversity exchange programmes for cadets (students), adjuncts, doctoral students, researchers and faculty.

In accordance with Article 58, the training of specialists from foreign countries at the



educational institution is carried out on the basis of international treaties (agreements) in accordance with the procedure established by law.

In addition, the University trained foreign citizens in accordance with Order No. 592/1075 of the Ministry of Defence of Ukraine and the Ministry of Education and Science of Ukraine dated 30 November 2009 'On the Approval of Instructions for the Organisation of Training of Foreign Military Specialists in Higher Military Educational Institutions and Military Training Units of Higher Educational Institutions'.

On the basis of contractual documents, the National Defence University of Ukraine trained foreign military specialists in master's degree programmes at the strategic and operational levels of military education, in basic accredited fields (specialities), in full-time or part-time forms of study.

Education of foreign military specialists in accordance with the terms of the contract may be carried out with the assistance of Ukrainian or national translators. The most qualified and experienced faculty of the university are involved in conducting training sessions with foreign military specialists.

Education of researchers and faculty from among foreign military specialists is carried out in the doctoral and postdoctoral programmes of the university, which have the appropriate research and experimental base and highly qualified scientific personnel. Education is carried out on the basis of intergovernmental agreements and in accordance with the order of the Ministry of Defence of Ukraine dated 9 December 2022 No. 424 «On the Approval of the Specifics of Training Candidates for Higher Education Degrees of Doctor of Philosophy and Doctor of Science in Higher Military Educational Institutions, military training units of higher education institutions, and scientific institutions of the Ministry of Defence of Ukraine.»

2.11. Does the institution have an Artificial Intelligence (AI) policy, especially as it would relate to the education process and academic writing?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months

Comments:

The university has the Regulations on the Use of Artificial Intelligence at the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-uai-25.pdf>. The Regulations define the principles, rules and recommendations for the



responsible, ethical and safe use of artificial intelligence at the university.

2.12. Does the institution have an Intellectual Property policy?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months

Comments:

The university has the Regulations on Academic Integrity at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-pai-25.pdf>. The Regulations define the norms, rules and principles of relations regarding compliance with academic integrity as an integral part of the system of ensuring the quality of education and scientific activity, and also define the procedures, order of verification and criteria for detecting academic plagiarism, types of violations of the norms and rules of academic integrity, and measures to prevent them.

Intellectual property issues are outlined in the order of the university rector dated 11 August 2023 No. 400 'On the Commission for Inventive and Rationalisation Work at the National Defence University of Ukraine'; Regulations on patent and licensing, inventive and rationalisation work in the system of the Ministry of Defence of Ukraine, approved by order of the Ministry of Defence of Ukraine dated 29 September 2022 No. 287, as well as the Law of Ukraine 'On the Protection of Rights to Inventions and Utility Models' dated 15.12.1993 No. 3687-XII: <https://zakon.rada.gov.ua/laws/show/3687-12#Text>.



2.13. Is there existing cooperation with civilian universities (national, international) and Ukraine regional communities, and mechanisms for cooperation with other Professional Military Education institutions?

- + **Yes**
- No
- Currently in discussion/development
- Scheduled for development within the next six months

Comments:

Cooperation between foreign and national educational institutions is carried out on the basis of signed memoranda of cooperation and letters of intent.

Currently, the university cooperates with all higher military educational institutions of Ukraine, Ukrainian and foreign universities (<https://nuou.org.ua/u/dokumenti/>). In May 2025 the educational programmes and learning outcomes of the NDUU L-3 and L-4 courses were synchronised with the educational programmes of the Baltic Defence College.

In addition, such cooperation takes place during conferences, webinars and seminars, and the implementation of joint national and international research projects.

The university is a partner of the DEEP programme, which supports academic mobility, in particular for L-3 course students, and there are plans to expand cooperation to other professional military education courses.

At the invitation of other higher education institutions and higher military educational institutions, university representatives conduct classes at these institutions.



2.14. Does the institution have an After-Action Review policy?

- + *Yes, completed after each course*
- + *Yes, completed at the end of a semester*
- + *Yes, completed at the end of the academic year*
- No
- Currently in development
- Scheduled for development within the next six months

Comments:

In order to determine the current state of the educational process and other management processes that affect the quality of education at the university, surveys are periodically conducted among students, researchers, faculty, graduates, customers and other stakeholders. Each educational component (course, module) ends with an analysis of the actions taken.

Feedback influences the planning of the educational process at the university and allows for the continuous improvement of the quality of military education.

The main aspects of the policy for analysing the actions taken are set out in the Regulations on the Survey of Students, Academic Staff, Graduates and Customers at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-ssasgc-25.pdf>), Methodological Guidelines on the Organisation, Collection and Implementation of Feedback Results of the Educational Process Activities at the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-mgocifrepa-25.pdf>), Regulations on the Educational Process Organization at the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-epo-25.pdf>).



Section 2.b: Resource Management (4 Questions)

2.15. Does the institution have guiding principles for budget decision making?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months

Comments:

The university has guiding principles for making budget decisions based on current Ukrainian legislation and internal regulations of the higher education institution, namely:

The university's financial support is based on the following principles:

- the principle of effective use of funds is one of the basic financial principles in public and educational management, which means that financial resources should be used in such a way as to achieve maximum results at minimum cost;
- The principle of economical use of funds is one of the key principles of budgetary and financial policy, which means that all expenditures must be made with the least possible expenditure of resources, without compromising quality and results. The principle of economical use of funds ensures the preservation of financial resources, increases trust in the university, and reduces budget expenditures without compromising the quality of educational services. It is about the rational use of funds – spending only where it is really needed and doing so in the best way possible;
- the principle of financial centralisation – means a high degree of concentration of financial resources for the implementation of priority programmes (tasks), receiving budget allocations from only one financial authority;
- the principle of a normatively justified approach to determining the need for funds – requires objective justifications and calculations carried out in accordance with approved methodologies and rules using a programme-targeted method;
- the principle of compliance of the financial support procedure with the nature of the tasks assigned to the Armed Forces of Ukraine both in peacetime and in special periods means that the financial support of military units must be



timely, complete and aimed at fulfilling the tasks set under any conditions and circumstances;

- the principle of targeted use of budget funds means that budget funds are used only for the purposes specified in the budget programme passports and budget allocations;
- the principle of optimisation, maximum economy and efficiency means that when making decisions on the preparation and approval of estimates, all participants in the financial support process should strive to achieve the planned goals with the minimum amount of budget funds and achieve the maximum result in their use;
- the principle of compliance with national requirements in the field of budget legislation and treasury execution of estimates of budgetary institutions means the application of uniform national standards and rules in the process of financial support for military units;
- The principle of accountability means that each participant in the financial support process is responsible for their actions or inaction at each stage of the budget process.
- The principle of planning means carrying out financial activities in a strictly organised, consistent, and balanced manner, with detailed procedures for the movement of documents and funds.

Main documents, see section 2.7.

2.16. Is the institution's budget allocation based on actual needs and priorities to support its mission and objectives?

+ **Yes**

- Mostly
- Somewhat
- No

Comments:

The distribution of the university budget is based on actual needs and priorities that support the mission and strategic goals of the institution.

The university is financed in accordance with the estimates approved in the established manner from the general and special funds of the State Budget of Ukraine.

The university has the right to incur expenses only within the limits of appropriations approved by estimates and plans of appropriations of the general fund of the budget,



plans of the special fund in the presence of extracts from the annual schedule of appropriations of the state budget, monthly schedule of appropriations of the general fund of the state budget, monthly breakdown of the special fund of the state budget, as well as in the cases provided for in accordance with the annual breakdown of expenditures of the special fund of the state budget with distribution by types of revenues, confirmed by the State Treasury Service of Ukraine, which confirms the compliance of these documents with the treasury accounting data.

The university's financial plan is not simply 'distributed from top to bottom', but is formed on the basis of an analysis of actual needs and strategic goals to ensure the effective functioning of the institution and the implementation of its mission.

The university's financial plan must include expenses related to the development of material and technical and educational and material resources, the provision of licensed software products for educational and scientific activities, as well as industrial and pre-diploma internships for military education applicants.

2.17. Do the facilities (library, classrooms, lecture halls, laboratories) meet the needs of the instructional staff and students to support the learning objectives?

- + **Yes**
- Mostly
- Somewhat
- No

Comments:

The university's existing material and technical resources, information resources and social and domestic infrastructure meet the technological requirements for educational activities.

All of the university's classrooms are equipped with modern technical facilities that meet the needs of the educational process and the needs of faculty and students in supporting educational goals.

The University has developed a five-year plan for the development and improvement of its material and technical base, which forms the basis for the development of the institution's material and technical base.



2.18. Does your institution have a verification process to validate that all resource management related information is accurate and accessible?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months
- Not applicable

Comments:

Yes, the National Defence University of Ukraine has a defined system for verifying the accuracy and availability of information related to resource management.

Regular internal audits of resources are conducted. The relevant structural units (e.g., financial service, logistics, human resources service) conduct scheduled and unscheduled checks of the accounting and use of material, financial, and human resources. Audit reports are formally drawn up and submitted to management for analysis. An inventory is conducted once a year.

Use of digital registers or accounting software, centralised accounting of finances, property and personnel.

Cross-verification of data between structural units of the university

Information about resources (finances, premises, equipment, personnel) is coordinated between the heads of the responsible departments (economic, administrative, human resources) and structural units of the university.

During the planning of the university's annual budget or reporting, all responsible university officials are involved, who provide their needs and other necessary information.

There is also an internal control system that assesses risks, including those related to resource management. Reporting to management and supervisory bodies. Annual financial and material reporting, which undergoes internal verification and is submitted to the Ministry of Defence of Ukraine. The university is periodically audited by the Accounting Chamber or the State Audit Service.



SECTION 3

EDUCATION AND TRAINING

Section 3 is divided into three sub-sections (Define and Deliver Instruction, Student Assessment, and Support for Training and Learning) with a total of 23 questions.

Section 3a: Define and Deliver Instruction (12 Questions)

3.1. Does your institution have the personnel with the required competencies to accomplish the following? Check all that apply.

- + *Conduct performance gap analysis to identify the root causes for deficiencies*
- + *Identify educational theories that provide alignment with educational methodology and organizational development*
- + *Develop various solutions to address the root causes of performance deficiencies*
- Currently in development
- Scheduled for development within the next six months
- Not applicable

Comments:

The university has trained researchers and faculty and support staff who implement the principles of a systematic approach to training in the educational process. Representatives of the university have undergone training in courses on quality assurance in military education and NATO's systematic approach to training, namely: NATO Quality Assurance Course, NATO Systems Approach to Training Course.

To organize and coordinate activities related to the development, implementation, monitoring, and revision of the educational program, as well as to ensure and control the quality of training for higher education students within a separate educational program, the head of the university appoints a guarantor of the educational program. The guarantors of the educational programme are scientific and pedagogical workers, scientific staff, and directors of professional military education courses at the university who have the appropriate qualifications, necessary competencies, and work experience to carry out analytical activities and make management decisions in the field of military education.

The qualification requirements for the guarantor of the educational programme, the procedure for his appointment, tasks, duties, rights, responsibilities and relations with



other departments of the university are set out in the Regulations on the Guarantor of the Educational Program of the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-gep-25.pdf>. The qualification requirements for researchers and faculty who are members of the educational programme support group and are responsible for the implementation of educational programmes are set out in the Regulations on the Support Groups of the Educational Programme of the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-sgep-25.pdf>.

3.2. Which of the following education and training analysis processes and procedures are documented and available? Check all that apply.

- + *Front-end analysis final reports or Training Needs Analysis Final Reports/documents*
- + *Target audience analysis process*
- + *Selection of tasks for education and training design and development*
- + *Learning objective development process, including the sequencing of instruction*
- + *Selection of training methodology processes*
- Not Applicable

Comments:

Issues related to the analysis of training needs, target audience, selection of tasks for the development and improvement of educational solutions, development of learning objectives, including the development of a sequence of training sessions, and the selection of training methodologies are used in the development of educational programmes (academic disciplines, modules, courses, etc.) and are detailed in the Methodological Recommendations on the Implementation of a Systematic Approach to Training in the Educational Process of the National Defence University of Ukraine

<https://nuou.org.ua/en/u/dokumenty/mrk-ppsp-pop.html>



3.3. Do needs/gap analysis processes for education and training include the following tasks? Check all that apply.

- + *Define the course target audience*
- + *Identify and select tasks for education and training design and development*
- + *Develop instructional/learning objectives and learning sequencing matrices*
- + *Selection of training method (e.g., types of or blends of educational methods: lecture, e-learning, exercise, etc.)*
- + *Determine the assessment requirements to meet the learning objective(s)*
- Not applicable

Comments:

The processes of analysing needs/gaps in education and training at the university are described in the Methodological Recommendations on the Implementation of a Systematic Approach to Training in the Educational Process of the National Defence University of Ukraine <https://nuou.org.ua/en/u/dokumenty/mrk-ppsp-pop.html> and the Regulations on Educational and Methodological Support of the Educational Process at the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-emsep-25.pdf>. In the process of analysing the needs/gaps in education and training at the university, the target audience of the course (programme) is determined, tasks for the design and development of an educational solution are selected, goals and a structural-logical scheme of training are developed, forms and methods of training are selected, and assessment requirements for achieving educational goals are determined.



3.4. Does your institution have the ability to design and develop educational solutions including learning objectives, instructional sequencing, and course evaluation(s) and validation surveys/questions?

- + **Yes**
- No
- Not applicable
- Additional support is requested for the development and instruction within this area

Comments:

The university independently designs and develops educational solutions, including learning objectives, programme sequence, programme evaluation and feedback organisation. Educational solutions are implemented in the form of educational programmes, curricula, syllabuses and work programmes for educational components, and other teaching and methodological materials.

The procedure for developing educational solutions at the university is set out in the Regulations on the Educational Process Organization at the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-epo-25.pdf> and Regulations on Educational and Methodological Support of the Educational Process at the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-emsep-25.pdf>.

3.5. What types of objectives are developed to support your curriculum? Check all that apply.

- + **Instructional objectives (cognitive domain)**
- + **Behavioural objectives (affective domain)**
- + **Performance objectives (psychomotor domain)**
- Do not know



Comments:

At the university, educational programmes and work programmes for educational components are developed:

educational and methodological goals in the cognitive domain for the development of mental processes and cognitive skills of military education seekers;

affective goals related to interest, attitude and values associated with learning information;

psychomotor goals that allow the formation of skills necessary for students.

During the development of educational programmes, programme competencies (educational objectives) are established in accordance with Bloom's taxonomy and cover all levels of complexity and specificity. The list of programme competencies is specified in the educational programme and detailed in the documents of the educational components (working programme of the academic discipline, syllabus, course curriculum).

3.6. Which of the following elements are documented? Check all that apply.

- + *Detailed and current learner demographics*
- + *Instructional sequencing development strategies*
- + *Student course files or assessment results*
- + *Student registration information (e.g., joining reports)*
- + *Instructor evaluations*
- + *Instruction faculty and staff personal qualifications*
- + *Monitoring results of instruction faculty and staff personal, including annual evaluation/observation reports*
- + *Annual evaluation/observation reports of instruction faculty and staff personal*
- None

Comments:

Detailed and up-to-date demographic information about students is contained in their personal files and academic records.

The registration data of students is contained in the orders of the university commandant on the formation of academic groups of students.



In accordance with the requirements of the Regulations on the specifics of the organisation of the educational process in higher military educational institutions of the Ministry of Defence of Ukraine, military educational units of higher education institutions, and institutions of professional pre-higher military education, approved by Order of the Ministry of Defence of Ukraine No. 120 dated 15 February 2024 (<https://zakon.rada.gov.ua/laws/show/z0453-24#Text>), and Regulations on Educational and Methodological Support of the Educational Process at the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-emsep-25.pdf>, the results of the assessment of students are reflected in the records of training sessions by groups, records of the academic performance of students, training cards of students, as well as on the distance learning platform in the personal accounts of students.

Strategies for developing a sequence of training sessions are set out in the Regulations on Educational and Methodological Support of the Educational Process at the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-emsep-25.pdf>.

Information on the personal qualifications of academic staff and personnel is stored in the university's personnel department. Reports on the professional development of academic staff are stored in the university's departments.

The performance of teaching staff and personnel is monitored throughout the academic year. The monitoring procedure is set out in the Regulations on the Rating Assessment of the Activities of the Academic Staff of the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-raas-25.pdf>, and the Regulations on Incentivizing the Professional Activities of Academic Staff and Evaluating Structural Units of the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-ipaasesu-25.pdf>. The results of the evaluation/observation are reflected in the report on the university's activities for the academic year and in the reports on the activities of structural units for the academic year.

3.7. Does your institution have a course document alignment process to ensure course material development is aligned with the learning objectives and the learners' needs?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months
- Not applicable



Comments:

The process of approving key documents governing the organisation and provision of education at the university is set out in the Regulations on Educational and Methodological Support of the Educational Process at the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-emsep-25.pdf>.

Educational programmes for obtaining a specific degree of higher education and level of military education are agreed upon by the customer for the training of relevant military specialists, the Director of the Department of Military Education and Science of the Ministry of Defence of Ukraine, the Head of the Central Administration of Military Education and Science of the General Staff of the Armed Forces of Ukraine, and approved by a decision of the Academic Council of the university.

The training plans for students are signed by the head of the institute (centre), agreed upon by the guarantor of the educational programme, the head of the scientific and methodological centre for the organisation and implementation of educational activities, and the deputy head of the university for academic affairs. The training plans are approved by the Academic Council of the university.

3.8. Is your course and material development done mainly: Check all that apply.

- + *Internally*
- + *Acquired from outside sources*
- + *Developed by guest speakers and instructors*

Comments:

Educational programmes for professional military education courses (professional military training courses) are developed by working groups comprising representatives of customers, researchers and academic staff of the university, and instructors of the leadership course for sergeants (foremen) at the university's centre for advanced training and professional development.

When developing training materials for individual educational components of educational programmes, advanced international experience in the fields of education and training is used. Invited specialists, professional practitioners, experts in a particular field, and representatives of employers may be involved in the development of training materials for specific areas of education and training.



3.9. Does your institution have a curriculum validation process to ensure learning outcomes are achieved?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months
- Not applicable

Comments:

The university has introduced a multi-level procedure for reviewing and approving educational programmes for military education. The review of educational programmes in terms of achieving programme learning outcomes is carried out by researchers and faculty of the working group during the development process. Representatives of military authorities, who are the customers for training, representatives of the Department of Military Education and Science of the Ministry of Defence of Ukraine and the Central Administration of Military Education and Science of the General Staff of the Armed Forces of Ukraine participate in the validation of educational programmes.

Military education students are involved in the development of educational programmes, in particular through their self-government bodies and directly. Military education students are members of the Academic Council of the university, which approves educational programmes and training curricula. Their positions and proposals are taken into account when reviewing educational programmes.

The process of validation of educational programmes is set out in the Regulations on Educational and Methodological Support of the Educational Process at the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-emsep-25.pdf> and the Methodological Recommendations on the Implementation of a Systematic Approach to Training in the Educational Process of the National Defence University of Ukraine <https://nuou.org.ua/en/u/dokumenty/mrk-ppsp-pop.html> .



3.10. The curriculum management process includes: Check all that apply.

- + *Instructional staff preparation*
- + *Curriculum version control*
- + *Student assessment procedures*
- + *Preparation of training environment*
- Other
- None

Comments:

At the university, researchers and faculty are assigned to implement each educational programme.

Based on the results of the implementation of educational programmes, changes are made as necessary, the content is refined, and educational programmes are synchronised.

Diagnosing learning success is a continuous process of monitoring and evaluation, the purpose of which is to support the development of the student throughout their studies. In addition, continuous assessment allows the NDUU to report to the customer on the success of the students. The course director is responsible for assessing the students. The syndicate guiding officer, module directors, and instructors conduct all types of student assessment and assist the course director in determining their ratings.

The process of managing the implementation of the curriculum is set out in the Methodological Recommendations on the Implementation of a Systematic Approach to Training in the Educational Process of the National Defence University of Ukraine <https://nuou.org.ua/en/u/dokumenty/mrk-ppsp-pop.html> .



3.11. Does your institution have a conducive learning environment?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months
- Not applicable

Comments:

The educational process at the university is supported by a comfortable, functional and safe educational environment that promotes comprehensive personal development, ensures safety and comfort for all participants in the educational process, and stimulates them to learn and be creative.

The university has created the necessary conditions for comfortable learning and working, including comfortable premises and access to the necessary resources and equipment. All students are provided with equal opportunities regardless of their individual characteristics, abilities and needs. Mechanisms for moral and material incentives for participants in the educational process have been introduced. A motivational environment has been created that encourages all participants in the educational process to engage in learning and development.



3.12 Do feedback (e.g., student comment cards, instructor course reviews, guest speaker suggestions for improvement...) include? Check all that apply.

- + *Student comment cards and course evaluation and feedback surveys*
- + *Instructor course reviews and course evaluation and feedback surveys*
- + *Guest speakers/contract lecturers course reviews and evaluation and feedback surveys*
- + *Institutional external evaluation (or Validations) conducted by survey to its former graduates*
 - Currently in development
 - Scheduled for development within the next six months
 - Not applicable

Comments:

The feedback system is organised at all levels of education quality assurance, includes work with all categories of students, and is regulated by the university's internal regulatory documents: Regulations on the Educational Process Organization at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-epo-25.pdf>, Regulations on the Survey of Students, Academic Staff, Graduates and Customers at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-ssasgc-25.pdf>, Methodological Guidelines on the Organisation, Collection and Implementation of Feedback Results of the Educational Process Activities at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-mgocifrepa-25.pdf>.



Section 3.b: Assessment of Students (6 Questions)

3.13. Is student progress monitored and supported throughout the course? Who is responsible for this activity (amplify in comments section below)?

- + *Yes, always*
- Often
- Sometimes
- Rarely
- No

Comments:

Monitoring of the progress of students at the university is carried out at two levels: internal monitoring, which is carried out directly at the university, and external monitoring, which can be carried out by state bodies or independent institutions in the process of accreditation, audit, etc.

Internal monitoring is organised and carried out by the university and its structural units and includes a system for observing and analysing the success of students, their participation in the educational process and other activities that contribute to their development. The purpose of internal monitoring is to improve the quality of education, identify problems in a timely manner and provide support to students. It is carried out through knowledge assessment, surveys and analysis of performance in various types of activities.

Direct monitoring of the progress of students is carried out by the scientific and methodological centre for the organisation and implementation of the educational process at the university and by the educational departments of the university's structural units.

In professional military education courses, learning success is assessed through a continuous process of monitoring and evaluation, the purpose of which is to support the development of students throughout their studies. Course directors are responsible for assessing students. Syndicate guiding officers, module directors and instructors conduct all types of student assessment and assist the course director in determining their ratings.



The procedure for monitoring the progress of students is set out in the Regulations on the Educational Process Organization at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-epo-25.pdf> and the Regulations on the Assessment of Learning Outcomes of Students at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-alos-25.pdf>.

3.14. Does curriculum assessment include both formative and/or summative assessment strategies?

- + **Formative assessment: instructional element used multiple times during instruction to support learning, and gauge student progression toward meeting the identified course objectives and content standards**
- + **Summative assessment: relative to the end of a course- it is an assessment of student learning and measures student ability to meet course objectives and content standards**
- No

Comments:

Both types of assessment are used in the university's educational process. Continuous assessment (formative assessment) is carried out by instructors in all types of classroom activities throughout the course of study. The main purpose of ongoing assessment is to ensure feedback between instructors and students and to manage student motivation. The information obtained during ongoing assessment is used by instructors to adjust teaching methods and tools and by students to plan their independent work.

Final control is a type of control of the student's mastery of theoretical and practical material in a particular academic discipline (educational component, course), which is carried out as a control measure. The purpose of final control is to comprehensively assess the level of achievement of learning outcomes for a semester, course, or academic year.

The types of assessment are regulated in detail by clause 4.5 of the Regulations on the Educational Process Organization at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-epo-25.pdf>.



3.15. What types of formative and summative instruments are implemented as part of your course assessment strategies?

- + *Formative progress reports or quizzes, assignments, peer assessment, class discussion, self-assessment*
- + *Summative assessments (e.g., final exams, observations, checklists, comprehensive projects or reports)*

Comments:

Ongoing assessment (formative assessment) may take the form of oral questioning, written quick tests, presentations by students during discussions of theoretical issues, written assignments, practical situations, computer-based testing, etc.

The forms of ongoing assessment and its quantitative evaluation for a specific type of educational activity are determined by the criteria regulated by the working programme of the academic discipline.

Self-assessment is intended for independent verification by students of their level of mastery of the educational material in a specific academic discipline (topic, class). The effectiveness of self-assessment is ensured by special self-assessment and self-evaluation programmes, which are components of electronic textbooks and automated training courses.

The forms of final assessment in academic disciplines (educational components) of the educational and professional (educational and scientific) programme are a test or exam.

If an academic discipline is taught over several semesters, interim semester control is usually carried out in the form of a test. The final assessment of an academic discipline that has been studied over several semesters is determined taking into account the results of previous semesters.

Final assessment may be conducted orally, in writing, or through computer-based testing using distance learning technologies, with the aim of determining the learning outcomes achieved by students.

More detailed forms of assessment are specified in the documents of the educational components (working programmes of academic disciplines, syllabuses, training plans and programmes of advanced training courses).



3.16. Are the assessment and graduation criteria pre-defined prior to the course?

- + **Yes, always**
- Often
- Sometimes
- Rarely
- Never

Comments:

The university establishes clear criteria for assessing the achievement of programme learning outcomes in the process of developing teaching materials for all educational programmes. These criteria are in accordance with the requirements of the Regulations on Educational and Methodological Support of the Educational Process at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-emsep-25.pdf>, are included in the working programmes and syllabuses of educational components.

3.17. Are the assessment and graduation criteria acknowledged to the students before teaching?

- + **Yes, always**
- Often
- Sometimes
- Rarely
- Never

Comments:

Information regarding the objectives, content and expected learning outcomes, assessment procedures and criteria is outlined in the working programmes for academic disciplines and syllabuses for educational components. Within the framework of individual educational components, this information is communicated to students by faculty during the first class of the academic discipline (educational component).



3.18. Does the academic institution have a procedure for the student appeal and reassessment processes?

- + **Yes**
- No
- Currently in development
- Scheduled for development within the next six months
- Not applicable

Comments:

The procedures for appeal and re-evaluation for students at the university are set out in the Regulations on the Appeal Procedure by Students Against Decisions, Actions, or Inaction of Academic Staff, Other Officials of the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-apsadaiasoo-25.pdf>.

Section 3c: Support for Training and Learning (5 Questions)

3.19. Does the resource allocation (required for learning) per course meet the students' needs and align to the learning objectives?

- + **Yes**
- No
- Currently in development
- Scheduled for purchase/contracting for purchase



Comments:

The university provides the educational process with its own resources, distributing them evenly to ensure maximum quality of education, including instructors, classrooms, educational materials (library, its own publishing house for educational literature, scientific publications for publishing results, distance learning platform, etc.), and support for the educational process (accommodation, meals, leisure activities, etc.).

3.20. Does the academic institution provide students with guidance in support of their studies?

- + **Yes**
- No
- Somewhat

Comments:

The university provides students with recommendations to improve the effectiveness of their learning. These recommendations include advice on time management, improving learning skills, choosing learning materials and strategies, and supporting psychological well-being.

Relevant mechanisms of educational, organisational, informational, advisory, and social support include:

providing students with complete information on the order of study of educational components, the frequency and forms of control, the criteria for assessing the results of educational activities, and the necessary teaching and methodological support;

access for students to teaching and methodological materials for the relevant educational programmes;

the possibility of consulting on educational and methodological issues at the departments (consulting instructor, teaching and methodological funds of the departments and in the educational section);

the possibility of using the services of the university's information support system (<https://adl.mil.gov.ua>);

moral and psychological support for students who need social and psychological support.

Every year, by order of the NDUU commandant, each study group of students is assigned a curator from among experienced faculty or researchers, who provides support for their studies.



3.21. Does your institution have a learning resources management process, including the following? Check all that apply.

- + *Classroom availability*
- + *Learning resources availability*
- + *Instructor and guest speaker availability*
- + *Instructional resource aid availability*
- Other:

Comments:

The process of managing educational resources at the university is provided by the scientific and methodological centre for the organisation and implementation of educational activities and the educational departments of the institutes and consists of the even distribution of classroom space in accordance with needs, the formation of class schedules with the assignment of instructors to conduct them.

Educational resources (including auxiliary ones) are freely available to students according to their learning needs and are provided by a specialised educational fund (computer classrooms, gyms, library, etc.). All educational materials are available to students at any time and in any place through the university's learning management system. The use of the distance learning platform supports the educational process in both traditional and distance formats. All available tools of the distance learning platform are used to improve the effectiveness of educational activities.

3.22. Is your resource management process designed with the students' needs in mind?

- + **Yes**
- No
- Currently in development
- Scheduled for development within the next six months
- Not applicable

Comments:

When planning the distribution of resources at the university, the needs of students are taken into account based on the results of their surveys. The main aspects of



organising feedback from students at the university are set out in the Regulations on the Survey of Students, Academic Staff, Graduates and Customers at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-ssasgc-25.pdf>, Methodological Guidelines on the Organisation, Collection and Implementation of Feedback Results of the Educational Process Activities at the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-mgocifrepa-25.pdf>.

3.23 Does your institution have the following support functions available for students? Check all that apply.

- + **Lodging**
- + **Transportation**
- + **Meals**
- + **Facilities access (badge)**
- + **Internet access**
- + **Extra-curriculum (explain) and tutoring activities**
- + **Gym access**

Comments:

The university trains military specialists using its own educational and technical facilities, which include: classrooms, rooms for researchers and faculty, offices, barracks, canteens, training complexes, sports halls and sports facilities, general military training facilities, a printing house, and a university training centre. The university's well-developed material and technical base and social and domestic infrastructure create the necessary conditions for the training and living conditions of military education seekers.

Students are provided with accommodation, meals, transport, internet access, access to university premises, sports halls and gyms.

Medical care for students is provided at the university's polyclinic. Students' leisure time outside of classes can be organised at cultural institutions in the city of Kyiv and the university's sports clubs.



Section 4

PERSONNEL MANAGEMENT

Section 4 is divided into three sub-sections (Personnel Recruitment and Staff Development, Personnel Satisfaction, Job Descriptions and Personnel Education & Training Qualifications) with a total of 11 questions.

Section 4a: Personnel Recruitment and Staff Development (8 Questions)

4.1. Does your institution have a documented instructor or speaker recruitment process for serving military, retired military, and civilian faculty?

- + **Yes**
- No
- Currently in development
- Scheduled for development within the next six months
- Not applicable

Comments:

The procedure for selecting researchers and faculty at the university is defined by the Regulations on the procedure for competitive selection to fill vacant positions of researchers and faculty at the National Defence University of Ukraine and the Statute of the National Defence University of Ukraine: <https://nuou.org.ua/assets/documents/regulation-statute-25.pdf>.

The requirements for candidates for researchers and faculty are set out in the Procedure for filling vacant scientific and pedagogical positions in higher military educational institutions, military educational units of higher education institutions and heads of institutions of professional pre-higher military education, military lyceums under the jurisdiction of the Ministry of Defence of Ukraine, approved by Order of the Ministry of Defence of Ukraine and the Ministry of Education and Science of Ukraine No. 251/926 dated 25 August 2021 (<https://zakon.rada.gov.ua/laws/show/z1567-21#Text>).

The competitive selection process for researchers and faculty during martial law is specified in the requirements of the Instructions on the Organisation of the Implementation of the Regulations on Military Service in the Armed Forces of Ukraine by Ukrainian Citizens, approved by Order of the Minister of Defence of Ukraine No. 170 dated 10 April 2009 (<https://zakon.rada.gov.ua/laws/show/z0438-09#Text>).



4.2. Does your institution have a staff initial orientation programme?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months
- Not applicable

Comments:

The university has introduced an orientation programme for new staff. The programme includes a set of measures aimed at helping new employees quickly and effectively adapt to working in an educational environment. It aims to provide the necessary information about the university, its structure, rules, culture and expectations, as well as to provide support and resources for a successful start.

Basic information about the main areas of activity, structure, governing documents, and educational training programmes is available on the website (<https://nuou.org.ua/>) and the university's distance learning platform (<https://adl.mil.gov.ua/login/index.php>).



4.3. What components are included in the institution's staff initial orientation programme? Check all that apply.

- + **NATO policies and directives (Specifically, NATO Education & Training policy and directives)**
- + **Ukraine policies and directives (Specifically, Ukraine Education & Training policy and directives)**
- + **Organizational mission and vision**
- + **Individual development plans**
- + **Organizational and individual roles and responsibilities**
- + **Code of Ethics**
- + **Support services**
- Not Applicable as no staff initial orientations programme

Comments:

The university has implemented a systematic approach to staff adaptation in a new role. Under the guidance of the head of the department, a plan for settling into the role is drawn up, which includes familiarisation with the duties, the team, the organisational structure and the corporate culture.

During the induction process, staff:

- receives information about the mission, vision, values, structure, history, current projects, achievements, key personnel and university departments;
- They are also familiarised with the daily schedule, health and safety regulations, confidentiality rules, equipment use, email and internal communication.
- They also familiarise themselves with the university's infrastructure, support services and facilities.
- They meet with the management, receive help with organisational issues and adapt to the working environment.
- They are informed about educational programmes and training plans for their area of activity.
- They familiarise themselves with the opportunities for professional development and career advancement.
- The university's distance learning platform offers distance learning courses. During these courses, university personnel familiarise themselves with NATO



policies and directives on education and training, as well as Ukrainian legislation on education and training.

A course on the use of modern forms and methods of training in accordance with the standards (practices) of NATO nations <https://adl.mil.gov.ua/enrol/index.php?id=2022>,

'Introduction to NATO' <https://adl.mil.gov.ua/enrol/index.php?id=11892>,

course on educational activities <https://adl.mil.gov.ua/enrol/index.php?id=11058>;

NATO DEEP ADL Portal – ADL 037 Introduction to NATO https://deeportal.hq.nato.int/iliad/iliad.php?baseClass=ilrepositorygui&cmdNode=xl:lv&cmdClass=ilObjCourseGUI&cmd=infoScreen&ref_id=37298&redirect.

4.4. Does your institution provide and make available to faculty and staff the following developmental elements? Check all that apply.

- + *Classroom management training*
- + *Assessment design training*
- + *Student feedback training*
- + *Instructional/Curriculum design training*
- + *Instructional/Curriculum development training*
- + *Needs analysis training*
- + *Quality control and quality assurance training*
- + *New instructional technology use/incorporation training*
- + *Education and training administration training, including use of a Learning Management System (if one exists)*
- + *Leadership training towards internal succession planning*
- Other

Comments:

The university organises a range of activities to develop the skills of its faculty with the aim of professional growth, qualification enhancement and self-improvement. The university has developed courses aimed at improving professional skills, expanding and updating knowledge, and ensuring compliance with state and international education policy:

Faculty Professional Development Course <https://adl.mil.gov.ua/enrol/index.php?id=3052>;



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Educational Process Planning Course <https://adl.mil.gov.ua/enrol/index.php?id=8042>;

Faculty Professional Development and Distance Learning Technologies Course for higher military educational institutions and military training units of higher education institutions <https://adl.mil.gov.ua/enrol/index.php?id=13004>;

E-book on MOODLE distance learning platform <https://nuou.org.ua/assets/documents/tp-dn-zsu.html>;

NATO approaches course <https://adl.mil.gov.ua/enrol/index.php?id=2022> .

4.5. Does your instructional (on-going) faculty development program encourage professional development of the instructional personnel to attend and complete additional education and training in instruction, instructional design and development, and student assessment?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months
- Not applicable

Comments:

In the university, the faculty professional development is carried out in various forms and ways. These are chosen independently, taking into account the results of self-evaluation of competencies and professional needs, the content and experience of one's own teaching activities, and one's professional duties, among other things.

The main types of professional development are:

training on a programme for professional development, including participation in seminars, workshops, training sessions, webinars, masterclasses, etc.;

training at scientific institutions, educational establishments, and military management bodies of the Armed Forces of Ukraine and other components of the security and defence sector;

Participation in academic mobility programmes, scientific internships, self-education, obtaining a scientific degree, higher education, duties performed in the working bodies of the Ministry of Education and Science of Ukraine and the National Agency for the Assurance of Quality in Higher Education may be recognised as part of the process of



professional development.

The procedure for the organisation of the researchers and faculty professional development is set out in the Regulations on Advanced Training of Academic Staff of the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-atas-25.pdf>.

4.6. Does the institution create individual tailored training/learning plans/programs?

- + **Yes**
- No

Comments:

Individual training and development programmes for university staff are an important tool for improving the effectiveness of their work and that of the university as a whole. They help employees to define their goals, the skills they need to improve, and the specific steps to achieve these goals, aligning them with the university's needs and priorities.

Individual development programmes for university personnel are developed based on the requirements of the Regulations on the Educational Process Organization at the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-epo-25.pdf> and the Regulations on Advanced Training of Academic Staff of the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-atas-25.pdf>.



4.7. Does the institution have established procedures to assess and verify the current professional expertise and subject matter relevance of guest speakers or contract lecturers prior to their engagement?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months
- Not applicable

Comments:

The procedures to assess and verify the current professional expertise and subject matter relevance of guest speakers or contract lecturers prior to their engagement are defined in the legislative documents such as Law of Ukraine 'On Higher Education' <https://zakon.rada.gov.ua/laws/show/1556-18#Text>, Order of Ministry of Defence of Ukraine, Ministry of Education and Science of Ukraine dated 25.08.2021 No. 251/926 <https://zakon.rada.gov.ua/laws/show/z1567-21#Text>, Statute of the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-statute-25.pdf>.

4.8. Do you have policies or guidance to promote faculty research and self-development (e.g. sabbatical leave)?

+ **Yes**

- No
- Currently in development
- Scheduled for development within the next six months



Comments:

Policies or guidance to promote the NDUU faculty research and self-development are provided in Regulations on Incentivizing the Professional Activities of Academic Staff and Evaluating Structural Units of the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-ipaasesu-25.pdf>. Researchers and faculty are promoted for scientific activities according to the Regulations on the remuneration of scientific and scientific-pedagogical employees for achieving high levels of publication of scientific research results. pedagogical employees for achieving a high level of publication of scientific research results (<https://nuou.org.ua/assets/documents/polo-prem-np-npp.pdf>).

Section 4b: Personnel Satisfaction (1 Question)

4.9. Does the institution employ any of the following tools to monitor satisfaction of personnel?

- + **Questionnaires**
- + **Surveys**
- + **Focus Groups (meeting people in a group)**
- + **Performance Reviews**
- + **Exit surveys/departure surveys**
- No

Comments:

Various tools are used to monitor staff satisfaction at the university, allowing to evaluate and improve the effectiveness of our employees' activities. To this end, surveys are conducted with all categories of university personnel, including focus groups. Their activities are rated, and feedback from staff, students and alumni is analysed.

The main mechanisms for monitoring staff satisfaction at the university are described in the Regulations on the Survey of Students, Academic Staff, Graduates and Customers at the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-ssasgc-25.pdf> and the Methodological Guidelines on the Organisation, Collection and Implementation of Feedback Results of the Educational Process Activities at the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-mgocifrepa-25.pdf> and Regulations on the Rating Assessment



of the Activities of the Academic Staff of the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-raaas-25.pdf>, Regulations on Incentivizing the Professional Activities of Academic Staff and Evaluating Structural Units of the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-ipaasesu-25.pdf>.

Section 4c: Job Descriptions and Personnel Education & Training Qualifications

4.10. Do permanent positions have Job Descriptions, including education and training requirements?

- + **Yes**
 - Mostly
 - Somewhat
 - No

Comments:

Functional duties (job descriptions) have been developed for university scientific and pedagogical staff.

The requirements for the level of education and training of scientific and pedagogical staff are defined in the Procedure for filling vacancies on a competitive basis in scientific and pedagogical staff positions in higher military educational institutions, pedagogical staff in higher military education institutions, military training units of higher education institutions and heads of institutions of professional secondary military education, military lyceums, that belong to the sphere of management of the Ministry of Defence of Ukraine, which was approved by the Ministry of Defence of Ukraine and the Ministry of Education and Science of Ukraine on 25.08.2021, No. 251/926 (<https://zakon.rada.gov.ua/laws/show/z1567-21#Text>) and the Statute of the National Defence University of Ukraine <https://nuou.org.ua/assets/documents/regulation-statute-25.pdf>.

For example, faculty could be individuals who have a higher education degree, an operational level of higher military education, and have a background in scientific or pedagogical work, or experience of serving in the armed forces in operational roles relevant to their field.



4.11. Do instructional positions require education and training in Instructional Systems Design/ Instructional Design? (May or may not include NATO's Systems Approach to Training course)

+ **Yes**

- Mostly
- Somewhat
- No

Comments:

University faculty are part of working groups that develop educational programmes for specific areas of study. They should be familiar with the methods of developing educational programmes, setting learning objectives, selecting teaching materials, developing assessment tools and adapting the educational process to the needs of learners. All university faculty undergo training in the design of learning programmes. This includes courses on the NATO DEEP ADL Portal platform:

ADL 244 Introduction to NATO Quality Assurance in Education & Individual Training (https://deepportal.hq.nato.int/ilias/ilias.php?baseClass=ilrepositorygui&ref_id=37255) and

ADL 222 Introduction to NATO's ETEE – Global Programming (https://deepportal.hq.nato.int/ilias/ilias.php?baseClass=ilrepositorygui&ref_id=32971).



SECTION 5

QUALITY ASSURANCE
INFORMATION SYSTEMS
PROCESSES AND
PROCEDURES

5.1 Does your institution have access to the following items? Check all that apply.

- + **NATO doctrine and concepts**
- + **National doctrine and concepts**
- + **Curriculum standards for each subject taught**
- + **Lessons Learned from instructors**
- + **Lessons Learned from the NATO Joint Analysis and Lessons Learned Centre (JATEC)**
- + **Lessons Learned from guest speakers/contract lecturers**
- + **Lessons Learned from national centres**
- None
- Institution requests assistance with accessibility limitations

Comments:

Personnel at the National Defence University can access NATO TIDEPEDIA (<https://tide.act.nato.int/>) to learn about NATO doctrines and concepts in various areas. This resource provides a comprehensive and permanent online collaboration environment and information repository for the community of experts in operational activities, programmes and projects, developers of forces and means, and managers of requirements management, researchers, experimenters and support organisations interested in consultations, command and control (C3) in NATO, its member countries and partner countries, as well as the associated scientific and industrial communities. This website is hosted by the NATO Cooperative Cyber Defence Centre of Excellence (CCDCOE). The scientific centre of the university is responsible for administering accounts for access to TIDEPEDIA.

National doctrines and concepts, professional standards, lessons learned from the NATO Joint Analysis and Training Centre (JATEC), as well as those from instructors and guest lecturers/speakers, are available in the NDUU e-library (<https://elib.nuou.org.ua>).



5.2. Does your institution have a Lessons Identified (LI)/Lessons Learned (LL) system and process that drives continuous educational improvement internally and connects to MoD/ Defence Forces LI/LL processes aimed at identifying and implementing key lessons from the war with war with Russia into education and training?

- + ***Yes, it has been developed and implemented in education***
 - No, it was not developed
- + ***Are LI implemented into education as LL?***
 - If LI/LL system has been developed, is the institutional system embedded into national LI/LL system if applicable

Comments:

The Lessons Identified (LI)/Lessons Learned (LL) system within the Armed Forces of Ukraine was introduced in 2020 but its actual implementation began with the start of a new phase of the Russian-Ukrainian war. The main national documents that determine the order of organising the LI and LL in the Armed Forces of Ukraine are the LI and LL Doctrine of the Armed Forces of Ukraine and LI and LL Temporary Instruction of the Armed forces of Ukraine.

Since the beginning of the Russian-Ukrainian war, the university has been collecting and summarising materials on the LL of military units and groups of troops in the course of repelling the armed aggression of the Russian Federation, and their implementation in the educational process.

In the process of LL studying and implementing in the university's educational process, the following are used:

reports from researchers and faculty who performed combat (service) tasks in military management bodies;

materials from scientific research projects and scientific publications;

materials from scientific and practical conferences (seminars) on the experience of deployment units, military units and groups of troops (forces) in the course of repelling the armed aggression of the Russian Federation; qualification papers of university graduates; and

materials from the Armed Forces of Ukraine's military command bodies which are provided for the NDUU.

LL of the Russian-Ukrainian war are used in materials of disciplines. The NDUU has



developed the RUSSIAN WAR AGAINST UKRAINE LESSONS LEARNED CURRICULUM GUIDE. This curriculum guide contains lesson plans for use in professional military education (PME) institutions to address lessons learned from the ongoing Russian War Against Ukraine. The concept to jointly develop lessons learned from the ongoing conflict originated with the leadership of the National Defence University of Ukraine and the NATO International Staff. Twenty general warfare and specific warfighting topics were identified, and their associated 25 lesson plans were jointly developed by a combined NATO-Ukrainian team of expert military academics based upon assessment of subjects that would be of significant interest for defence education institutions. All lesson plan team authors were recognized by their schools as experts with professional backgrounds in the topics they were asked to assess. The curriculum guide is available on NATO DEEP portal: [231208-RusWar-Ukraine-Lessons-Curriculum.pdf](#)



SECTION 6

PUBLIC INFORMATION

**Does your course catalogue (available, and may be public information) include the following?
Check all that apply.**

- + *Each course and course aim/learning outcome(s)*
- + *Course security classification*
- + *Dates of course iteration and length*
- + *The maximum number of students each course can serve*
- + *Student tuition fees*
- + *The point of contact for registration*
- None

Comments:

The list of courses for advanced training is determined by the Catalogue of Advanced Training Courses in higher military educational institutions, military educational departments of higher education institutions and military pre-higher education institutions, approved by the Deputy Minister of Defence of Ukraine on 17 February 2024.

The course objectives and learning outcomes are defined in the course curricula, which are developed by a working group. The head and members of the working group are appointed by order of the relevant customer. The head of the working group is usually a representative of the customer.

Depending on their content, courses may contain information with restricted access. The terms of the courses, the number of students are determined by the annual calculation of the number of students in the advanced training courses in higher military educational institutions, military educational departments of higher education institutions and military pre-higher education institutions, which is approved by the Deputy Minister of Defence of Ukraine.

The number of students in a group and the frequency of courses throughout the year is determined by the Catalogue of Advanced Training Courses in higher military educational institutions, military educational departments of higher education institutions and military pre-higher education institutions, approved by the Deputy Minister of Defence of Ukraine on 17 February 2024.

The NDUU Advanced Training and Professional Development Centre is responsible for advanced training courses. It ensures the life-long learning and career development of military personnel, as well as civil servants.



6.2. Does your institution have documented information (available, and may be public information) regarding: Check all that apply.

- + *List of Instructors*
- + *List of Guest speakers/contract lecturers*
- + *List of Subject Matter Experts*
- + *Synthesis of performance of the institution*
- + *Feedback from employers and trainees on your institution performance*
- + *Available internally*
 - Available externally

Comments:

The information about the list of instructors, guest speakers/contract lecturers, Subject Matter Experts, synthesis of the NDUU performance, feedback from employers and trainees on the NDUU performance are available internally during the martial law period are available.





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