Draft

STRATEGY

Development of the National Academy of Public Administration,
Office of the President of Ukraine
for 2017-2021

(Approved by the decision of the Academic Council of the National Academy of 22 December 2016 No. 241/12-2 taking into account the comments and suggestions of the members of the Academic Council according to the decision of 24 November 2016 No. 240/11-1)

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The CONTENTS

1. Legal and methodological basis for the development and implementation of Strategy

2. The vision of the National Academy in 2021

3. Strategic priorities and development goals of the National Academy

4. The stages of Strategy implementation

5. The main tasks for the implementation of the objectives of the Strategy
   5.1. Modernization of the legal status, organizational structure and system of administration of the National Academy
   5.2. Organization of the educational process
   5.3. Organization of scientific and expert-analytical activities
   5.4. Creating conditions to attract highly qualified staff and increase productivity
   5.5. Development of material-technical and technological base
   5.6. Organization of international and communicative activities

6. Resource provision Strategy

7. Organization, monitoring and evaluation of the Strategy implementation

8. The success indicators of the Strategy implementation
1. Legal and methodological basis for the development and implementation of Strategy

The legal basis of the development Strategy of the National Academy of public administration under the President of Ukraine for the years 2017-2021 (hereinafter – the Strategy, the national academies) is:

Constitution Of Ukraine;


Decree of the President of Ukraine of 31 August 2016 n 375/2016 “On some issues of the National Academy of public administration under the President of Ukraine”;

Sustainable development strategy “Ukraine – 2020”, approved by the decree of the President of Ukraine of January 12, 2015 No. 5/2015, in particular section 3 “the Road map and priorities the priorities of the Strategy” in which one of the priority reforms identified public administration reform, which aims to build a transparent system of public administration, the establishment of the professional Institute of the public service, ensuring its effectiveness;


The strategy is also in line with articles 4, 431 and 433 of the Association Agreement between Ukraine, on the one hand, and the European Union, the European atomic energy community and their member States, on the other hand, to enhance the respect for democratic principles, rule of law and good governance, and obligations of the parties to strengthen cooperation in the field of higher education with the aim of reforming and modernization of higher education systems; promoting convergence that takes place in the framework of the Bologna process; enhancing the quality and relevance of higher education; the deepening of cooperation between higher education institutions and enhance their capabilities; increased mobility of students and teachers; distance learning and education throughout life.

The strategy is consistent with the goals and objectives of sustainable development, formulated in the strategy document “Transforming our world: an agenda for sustainable development for the period till 2030”, which was officially approved at the meeting of the 70th session of the UN General Assembly in September 2015 and supported by the global civil society.

The Strategy is based on the provisions of the reform Concept and strategy development of the National Academy of public administration under the President of Ukraine for the years 2017-2020, approved by the academic Council of the National Academy October 27, 2016, which reflects the future vision of the National Academy in accordance with the proposals of its employees, students and alumni, members of the public, the Council of Europe, higher education institutions and public authorities of other States (of the Italian Republic, Latvian Republic, Lithuanian Republic, Republic of France), which was publicly discussed at the National Academy during September–October 2016.

A key point of reference and at the same time the starting position for the development and implementation of the Strategy is the mission of the National Academy – the formation of professional
democratic managerial elite of the Ukrainian society based on modern scientific achievements and technologies transfer of knowledge regarding effective public management (see figure).

Scheme of structure of the Strategy

Strategy is developed based on the results of the analysis of the state of the National academy, risks and opportunities of its development and implementation of the mission's five-year term, and the goals of the modern domestic public policy.

Determined that successful implementation of this Strategy requires compliance with such principles:

1) self-government, National Academy, which provides an opportunity to determine the organizational structure of the subjects of fundamental and applied scientific research, the scope of expert-analytical services, the content of educational programs and the elected bodies and the General meeting of the National Academy of management functions;

2) matching the organizational structure of the National Academy, its activities, strategic and tactical development of society and the state;

3) innovation, namely continuous renewal in all areas of the Academy.

4) subsidiarity, which involves delegating a part of functions of the National Academy and its regional departments, and educational institutions, which are licensed to conduct educational activities in the field of knowledge “Public administration”, as well as continuous assessment decisions at the National Academy regarding their adoption and implementation at a level at which these decisions and corresponding actions will be most effective;

5) competitiveness, in particular the integral abilities of the National Academy to offer unique educational and research products that are in demand in the market of educational and scientific Advisory services in the field of public administration;

6) transparency and openness of activities of the National Academy;

7) the effectiveness of providing educational, expert-analytical service of the National Academy;

8) independent evaluation of the quality of training and attestation of scientific-pedagogical staff of the National Academy;

9) accountability of the President of Ukraine and accountability to him of the National Academy regarding the implementation of its tasks and powers;

10) liability, which means conscious and effective performance of the professional duties of each employee of the National Academy, as well as compliance with obligations regarding the reform and development of the National Academy other involved actors;

11) cooperation with the National Academy of public authorities, local governments, civil society institutions, scientific, educational centres, other institutions;

12) adequate financial and other resource provision tasks and powers of the National academies.

2. The vision of the National Academy in 2021
In 2021, the National Academy is the leading national educational and research institution that makes a significant contribution to the efficiency of public administration in Ukraine. On this basis, the national Academy:

– is the institution which trains the most promising for domestic public services heads of public authorities and representatives of civil society institutions; their training is carried out according to new educational programs focused on formation of professional competences necessary for the implementation of specific functions, as well as on their own self-improvement and effective learning throughout life;

in this work, which attracted highly qualified teachers that provide exclusive, evidence-based and practice-oriented educational services;

– professionally performs expert, analytical, scientific and methodical ensuring activity of the President of Ukraine and public authorities of different levels according to their order;

– conducts actual scientific research that are practice-oriented and based on international experience;

– systematically provides coordination and scientific-methodical support of activity of higher educational establishments of Ukraine who have the license to conduct educational activities in the field of knowledge “Public administration”, regional centers for upgrading qualifications of civil servants, officials of local self-government and heads of state enterprises, institutions and organizations;

– issue textbooks and monographs, which are in demand in Ukraine and abroad;

– is an efficient platform for intellectual interaction on issues of public administration and local self-government, including using modern information tools and resources;

– active subject of the educational activities on topical for the Ukrainian society public administration and local self-government;

– has modern educational and material-technical infrastructure that provides high quality educational and research services, adequate conditions for work and study;

– is the institution, students, postgraduates, doctoral students, faculty, staff and partners who are proud of their involvement in its operation;

– has a high level of trust and a positive image in the system of public administration of Ukraine, in the Ukrainian society and abroad.

3. Strategic priorities and development goals of the National Academy

Strategic development priorities of the National Academy:

1) strengthen the educational position of the National Academy as a recognized national institution-leader training, re-training, specialization and advanced training of public servants, professionally capable to shape and implement public policy effectively and responsibly perform their duties, to value knowledge and to learn independently, as well as leader in the training of doctors of philosophy and doctors of science in the field of knowledge “Public administration”;

2) strengthen the scientific expert for the National Academy as the leading scientific-methodological, expert-analytical and Advisory center, which provides scientific support to the activities of the President
of Ukraine, carries out research by request of public authorities, examines policies and makes recommendations for their implementation;

3) to form National Academy of legal, organizational, information and communication, logistics, financial and other conditions for learning, teaching, research, writing relevant publications in the field of public management and administration; internal and external interaction, which will stimulate the active assimilation of new knowledge, build new skills and communications, scientific creativity, knowledge sharing and effective dissemination, to provide a sense of responsibility for the results of their activities in the overall results of public administration of Ukraine.

These priorities include the need to implement the following major strategic goals:

– to upgrade the legal status, structure and management system of the National Academy on the basis of its tasks and powers and lay the mechanism of its adaptation to rapidly changing conditions;

– ensure the implementation and observance of the National Academy of internationally recognized quality standards of the educational process; to develop and implement cutting-edge educational programs to train doctors of philosophy and doctors of science, training, specialization and advanced training of the state servants of category "A", "B", "B", and other officials who would be guided by national interests and the principles of proper public administration, training for life, collaboration and cooperation, and provide personal development;

– to organize scientific researches on actual problems of public management and administration, including adequate provision of activity of bodies of state power and bodies of local self-government; to support promising scientific developments and to ensure scientific interaction with recognized in Ukraine and abroad scientific schools;

– create a normative-legal, organizational and logistical conditions for the engagement in the National Academy of professional scientific and pedagogical staff, experts, civil servants and other officials;

– to create a modern material-technical and information-technological base of the National Academy proper to the execution of its tasks and powers;

– to ensure openness and activity of the National Academy regarding joint educational and scientific projects, effective cooperation with all organizations and persons interested in addressing the issues of successful public administration, training, re-training, specialization and advanced training of public servants, ensuring their continuous education, as well as other issues related to the competence of the National Academy.

4. The stages of Strategy implementation

Stage – 2017-2018 – modernization of organizational structure the National Academy.

At this stage we are building a legal, administrative, information, communication and resource framework for the effective operation of the National Academy, the achievement of certain strategic goals.

Phase II – years 2019-2021 – the implementation of the updated at the first stage approaches in the National Academy and the systematic implementation of strategic objectives.
At this stage, experimenting with new approaches, intermediate results obtained for the modernization of the organizational-functional structure of the National Academy (phase I) and develop corrective approaches and actions for further effective implementation of the Strategy and ensure the implementation of tasks aimed at further system development National Academy, enhancing its role in education, science and practice of public administration of Ukraine.

Individual assignment cover both phases and will be implemented within 2017-2021 years.

5. The main tasks for the implementation of the objectives of the Strategy

5.1. Modernization of the legal status, organizational structure and management system of the National Academy

Tasks for 2017-2018:

– preparation of draft legal acts and organizational support for their adoption to harmonize the legal norms regarding the status of the National Academy as a higher education institution with specific conditions of learning and research, which operates under the patronage of the President of Ukraine;

– develop jointly with the Central authorities an effective mechanism of employment of graduates of the National Academy; development of relevant draft legal documents;

– modernization of the structure and quality assurance personnel of the National Academy and its structural units in accordance with the requirements of the national system of public governance, appropriate educational and scientific processes; delegation, in accordance with the principle of subsidiarity of the functions of the National Academy and its regional institutions and other institutions to ensure quality training, retraining, specialization and advanced training of officials and employees of local authorities and bodies of local self-government; training of applicants to higher education (students, postgraduates, doctoral students); research in the field of public management and administration; providing quality advisory and methodological services to public authorities at regional and local levels; the establishment of the National Academy of the expert-analytical center for public service, public administration and local self-government involvement in its activities scientists of the National Academy and its regional institutes, other research teams, experts in the field of public management and administration, including from the private sector and overseas, which will provide expert-analytical support of activity of the President of Ukraine, public authorities and other entities of public administration; organization of the expert-analytical center of development of national and international projects for the development of public administration and local self-government;

– creation and organization of activities in the East of Ukraine (Donetsk and Luhansk region) of the structural unit of National Academy for training, advanced training and specialization of public servants;

– formation of the Public Council of the National Academy and the provision of conditions for its effective operation;

– development and adoption of a Code of corporate culture in the National Academy, ensuring compliance with the Code of academic integrity;
– the introduction of mentoring for students of the National Academy, which provides individual approach to their training, acquire the necessary competences, the responsibility for each student’s learning outcomes, self-management, self-development, spiritual and value development, career planning, etc.;

– development and implementation of the National Academy of strategic management, including marketing, communication etc. strategies.

Tasks for the years 2017-2021:

– strengthening the role of the Academic Board as a collegial management body of the National Academy by extending the competences of the standing committees of the Academic Council;

– the creation of a National Academy at the office for publishing activities publishing and printing center, and education in its structure lead in Ukraine of a powerful publisher in the field of public administration;

– the creation of a Museum of the history of public administration in Ukraine as well as the development of the National Academy;

– awareness-presentation and communication of activities at the National academies, aimed at strengthening its position in the system of training, retraining, specialization and advanced training of public servants in Ukraine and abroad, in particular, attracting the best domestic and foreign scientists, specialists, experts, representatives of business and civil society institutions;

– organization of training, advanced training, research and communication activities, providing methodological support to educational institutions licensed to conduct educational activities in the field of knowledge “Public administration”, as well as the introduction of new and standardized approaches in the educational process;

– the creation of a single electronic scientific and educational-methodical environment and implementation management at the National Academy in accordance with the standards of ISO 9001;

– ensure systematic dissemination of knowledge concerning public administration, including through print and electronic means of communication;

– use the best international experience on organization of functioning of higher educational institutions for continuous improvement of the National Academy, the development of new educational and scientific products;

– support for cultural projects and activities in the National Academy as the important factors of formation and implementation of creative and social potential of its staff;

– development of the audience’s self-government with the aim of enhancing the participation of students in improvement of the educational, scientific, cultural-educational and other processes in the National Academy.

5.2. Organization of the educational process

Tasks for 2017-2018:
– development and introduction of new techniques of selection of individuals to undergraduate, graduate, postgraduate and doctoral studies;

– development and implementation according to kompetentnim approach, evidence-based and aligned with modern requirements of public management and administration and worldwide recognized quality standards of the educational process of a multidisciplinary, practice-and individual-focused educational programs for vocational training, specialization and advanced training of public servants, and other individuals involved in public administration;

– creation of effective system of evaluation and monitoring of success of training students and postgraduates;

– specification of training at the National Academy through formulating special requirements for organization and regulation of the educational process, the selection of candidates for training and internship of students, postgraduate and doctoral students, as well as their scholarship and employment;

– creation of a system of continuous updating of knowledge of graduates of the National Academy;

– development and implementation of relevant training programs for deputies of local councils (under the contract);

– implementing an effective system of rating of departments and teachers to improve the quality of the educational process in the National Academy;

– implementing an effective system of surveys for the improvement of the educational process in the National Academy, including with the use of information and communication technologies to provide the responsiveness and feedback;

– development and implementation of an effective system of informing students, graduate students and teachers about curricula and schedules, internship opportunities, participation in communicative events, etc.

Tasks for the years 2017-2021:

– admission of students the number of students, postgraduates and doctoral students, which, on the one hand, meets the needs of the national system of public administration and priorities of the field of knowledge “Public administration” and on the other the possibilities of the National Academy to provide them with appropriate training; establishing for that purpose at the legislative level ranges for the bodies of Executive power and bodies of local self-government regarding the direction of education in the National Academy of persons for public order with the appropriate financial support;

– organization of training of qualified scientific-pedagogical personnel, in particular doctors of philosophy and doctors of science, developed by the National Academy of new curricula, meet domestic requirements and the best world samples;

– development in accordance with international principles and requirements of the competitive certificate programs taking into account specificity of training various categories of students (majors), including officials of the senior civil service, representatives of Central authorities, officials of civil-military administrations, institutions of the European Union, the Council of Europe and others;
– provide refresher training for civil servants and officials of local self-government on the programmes developed are pertinent for public authorities the issue and increase the share of attracted to teaching practitioners;

– implementation of quality management system of scientific and educational activities of the Academy on the basis of the Berlin Communiqué (2003) and its system accreditation EnQA, or the IQA, the development of components of the internal system of quality assurance of educational services;

– development of a system base programs the educational process, in particular, the organization of discussion platforms, business clubs, joint communicative events involving teachers, students, postgraduates, doctoral candidates, experts, etc.; the assistance of an external expert assessment of the effectiveness of National Academy;

– the organization for teachers in Ukraine and abroad, as well as with international partners, summer schools and conferences on topical methodological, didactic and adragogical problems;

- development of distance learning at the National Academy and its regional institutes, including introducing the program of foreign languages;

– providing students and teachers adequate number of educational and methodical literature published mainly at the National Academy;

– preparation and publication of the National Academy of developed European approaches textbooks;

– creation of conditions for learning foreign languages by students and scientific-pedagogical staff of the Academy, the invitation of foreign specialists and native speakers for language practice formation and development of business communication skills in a foreign language;

– promote pedagogical and educational innovation.

5.3. Organization of scientific and expert-analytical activities

Tasks for 2017-2018:

– create a database of departments and creative labs from among scientific and pedagogical workers, students, postgraduates and doctoral students of the National Academy, representatives of public authorities, experts; organization of effective cooperation within the National Academy and with the creative teams, scientists, experts of other institutions and organizations; the transition from financing of scientific research departments and institutes of the National Academy for funding research projects; introduction of open and transparent mechanism of competitive selection, approval and funding of the scientific research;

– creation of a data Bank of scientific research of the National Academy with appropriate design of copyright and related rights;

– increased participation of the Academy in preparing messages of The President of Ukraine to the people, the Verkhovna Rada of Ukraine on domestic and the external position of Ukraine.

Tasks to 2019-2021 years:

– development and implementation of public-private partnership in the organization of scientific research;
– organization and realization of practically relevant research in cooperation with public authorities, local governments, and public organizations and foreign partners;

– the establishment of a national platform of support and implementation of innovative researches in the field of public management and administration;

– development of unified system of publishing and printing requirements of the European standards for students and staff of the Academy, and on its basis – for the whole sector of public service and education in Ukraine.

Tasks for the years 2017-2021:

– the presence of one of the professional publications of the National Academy internationally recognized bibliographic and scientometric databases;

– support development of scientific schools on the basis of the departments of the National Academy; development of criteria defining and creating a database of scientific schools; the dissemination of information about scientific schools among public authorities and local governments, and other institutions and organizations;

– creation of conditions for activities of temporary creative collectives for research, including with attraction of domestic and foreign partners;

– development of activities for providing Advisory and methodological services on public administration and local self-government bodies, public authorities and other actors;

– ensure consistency in the subjects of master and doctoral studies with the problems of scientific research departments, the priority areas of development of the state, with the mandatory release of research at practical recommendations to improve the activities of public authorities;

– increasing the level of professional publications of the National Academy, including through specialized and shared with other institutions issues;

– organization at the National Academy, an annual summer school for the advancement of science “Public administration” field of knowledge “Public administration”, including with international participation;

– carrying out science communication activities (scientific conferences, seminars, round tables), in cooperation with other institutions (domestic and foreign) to achieve common goals and the development of intersectoral partnerships and marstetten;

– to co-publish with foreign partners, scientific articles, analytical materials, results of scientific researches and the like;

– popularization and promotion of the publication and dissemination of scientific achievements of scientists of the National Academy in international professional journals, e-resources, including on the website of the National Academy, the editions included in scientometric databases;

– active promotion of intellectual products created by scientists of the National Academy, in particular in the system of state bodies and bodies of local self-government;
– enhancing the authority of the academic councils of the National Academy in the scientific and expert community; coordination of the activities of the academic councils of Ukraine, which provide for the certification of scientific personnel of higher qualification in the field of science “Public administration” field of knowledge “Public administration”;

– ensure the quality of dissertation research performed at the National Academy;

– the stimulation of the trainees, postgraduates, doctoral students, and employees for constructive and ethical interaction in the process of scientific research.

5.4. Creating conditions to attract highly qualified personnel and increase productivity

Tasks for 2017-2018:

– implementation of system of evaluation of candidates and open competition for vacant positions in the National Academy of best scientific and pedagogical staff, experts and practitioners;

– competitive terms of payment of labour at the National Academy; involvement in the educational process on a contractual basis recognized in Ukraine and abroad, experts and practitioners; training for this purpose of draft legal acts;

– development and implementation of a modern effective system of stimulation of work of teachers (tangible and intangible) on the basis of complex multi-factor system evaluation /monitoring of their activities in accordance with the requirements of the contract (including teaching quality evaluation by students), in particular taking into account: outcomes research activities; the utility/possibility of using formed by teachers of the knowledge, skills and abilities in practical activities of public authorities; the degree of application of modern educational technologies/teaching methods; contribution to formation of system of scientific-methodical support of activities in the field of knowledge “Public administration”, including the writing of textbooks and monographs; organizational activity; providing mentoring, etc.; the introduction with this purpose, the competence-based approach and management tools performance (Performance Management); development and adoption of Regulations on incentives in the National Academy.

Tasks to 2019-2021 years:

– development and testing of the mechanism of participation of scientific and pedagogical workers of the National Academy, its students, graduate and doctoral students in applied activities related to the implementation by public authorities of their tasks and powers;

– ensuring regular training of scientific and pedagogical workers of the National Academy of public authorities and bodies of local self-government;

– development and testing of the mechanism of internationalization skills upgrading of scientific-pedagogical workers of the National Academy.

Tasks for the years 2017-2021:
– rewarding and encouraging the contribution of employees, departments, structural divisions, regional institutions as well as students, postgraduates, doctoral candidates and graduates of the National Academy in the development of education, science and practice of public administration of Ukraine;

– ensuring personal and professional development of the staff of the National Academy by organizing relevant, targeted training programs, participation in national and international scientific communication events, seminars and trainings;

– promoting scientific and administrative career employees of the National Academy;

– formation of a constructive National Academy of moral and psychological, innovative and creative business climate, i.e., one where there is collegiality, recognition of achievements, corporate values and initiatives, creativity, tolerance, spirituality, morality, patriotism, professionalism, responsibility.

5.5. Development of material-technical and technological base

Tasks for the years 2017-2021:

– renovation of buildings, modernization of material and information technology infrastructure in classrooms, libraries and dormitories of the National Academy and its regional institutions, ensuring their functionality and modern appearance;

– capital repairs of the school building at St. E. Pottier, 20 and dorms at ul. S. Perovskoy, 5;

– development of publishing and printing base, a National Academy and its regional institutions;

– creation of the situation center of the National Academy for operational management decisions, discussion of problems of public administration, monitoring and the like;

– creation of infrastructure, including assessment centers for evaluation of candidates for vacant positions of public service, service in bodies of local self-government, and political patronage positions, and the like;

– introduction of modern telecommunication technologies of interactive communication between students, alumni, faculty members of the National Academy, representatives of state authorities, local authorities, institutes of civil society;

– prepayment of the leading foreign periodicals public administration, including through sponsorship;

– to intensify fundraising activities to upgrade the material-technical base of the National Academy and bringing it into compliance with the goals, objectives, Strategies.

5.6. Organization international and communication activities

Tasks for 2017-2018:

– development and implementation of the mechanism system of internal interaction in the National Academy, including between institutions, units and departments, as well as external interaction with
public authorities and the public to approve a new status and providing a positive image of the National Academy in the Ukrainian society, the state and beyond;

– development of internationalisation strategies, which should contribute to the development of the National Academy in all aspects and embrace the learning process, organization of research, transfer of research results, improving the quality of training of specialists, participation of Academy in international events, international associations, foundations, networks, etc.;

– implementation of technology “open University” (education for everyone) in the National Academy, involvement in lectures, seminars and workshops by leading scholars and practitioners, including foreign language and in distance learning format; encouraging the General public to participate in outdoor activities, National Academy, as well as expanding opportunities for learning throughout life;

– improve the reporting of the National Academy of social networks and the Internet; dissemination of information on its activities through the publication of specialists of the National Academy in the Central and regional press, their participation in the analytical TV and radio programs, providing expert commentary to the media;

– creating and maintaining long-term vzaimodestvje interaction with graduates of the National Academy, providing them with the necessary scientific and practical recommendations, mentoring, attracting them to participate in the educational process, research activities and joint activities; the establishment, in cooperation with the stakeholders of the network to establish their mutual interaction; the recognition and celebration of the contribution of each to the effectiveness of public administration of Ukraine and development of the National Academy;

– the introduction of the work at the National Academy of anti-corruption hot line; the establishment of the National Academy a permanent online platform for the professional discussion of topical issues of public administration and the search for appropriate solutions.

Tasks to 2019-2021 years:

– organization of international scientific review by experts of the National Academy and the provision of their own development for the assessment of international experts;

– development and implementation of relevant training programmes in foreign languages, involvement in introduction of foreign teachers and experts.

Tasks for the years 2017-2021:

– promotion of international academic mobility, the use possibilities of international exchange programs of participants of educational process (students, teachers, scientists); creating opportunities for internships for students, postgraduates, doctoral students and scientific-pedagogical workers of the National Academy in government and related institutions in other countries and their representatives at the National Academy;

– implementation of existing and signing of new cooperation agreements between the National Academy, authorities, civil society institutions, alumni associations, related domestic and foreign universities, joint research and communicative activities;

– to provide opportunities for dual diplomas (from the National Academy and higher educational institutions of another state);
– participation of representatives of the Academy in the activities of international organizations, associations and networks, including:

- Network of institutes and schools of public administration in Central and Eastern Europe (NISPAcee);
- International Institute of administrative Sciences (IIAS);
- The international Association of schools and institutes of administration (IASIA);
- Learning network the global development of World Bank (GDLN);
- Of Directors of the network of institutes and schools of public administration (DISPA);
- Global network of management schools the Organization for economic cooperation and development (OECD Global Schools of Government);

– dissemination of information on the activities of the National Academy among existing and potential international partners;

– publication of contemporary presentation products to National Academy including joint with international partners, reflecting the results of international cooperation;

– organization of different communicative events with international participation;

– the development of the electronic library of the National Academy, systemic formation and the functioning of its components, the digitization of valuable and rare publications on issues of public management and administration;

– development of academic partnerships through cooperation with public organizations “Association of masters of public administration” and “Ukrainian Academy of science in public administration”;

– involvement of representatives of public authorities to participate and conduct public lectures, workshops, seminars, trainings, research and communication activities of the National Academy.

6. Resource support Strategies

Implementation of the Strategy will be implemented due to the expenses provided for the reform and functioning of the National Academy, as well as other sources not prohibited by law.

Expenditure on the National Academy and the implementation of activities under the Strategy are planned and determined every year as a separate line in the State budget of Ukraine according to the proposals of the National Academy.

To implement the objectives of the Strategy the Cabinet of Ministers of Ukraine approved the state's medium-term program, a project that is developed by the National Academy.
7. Organization, monitoring and evaluation of Strategy implementation

Organizational and coordinating structures to ensure the implementation of the Strategy is a structural unit for strategic development of the National Academy and the Coordinating Council on these issues, which includes representatives of the National Academy of administration of President of Ukraine and the public.

Overall coordination, control over the accuracy of the results of the monitoring, evaluation and content of reports on the implementation of the Strategy is ensured by a structural unit for strategic development of the National Academy.

Unit strategic development National Academy is developing a common action Plan for 2017-2021 and annual plans, which are reviewed and agreed at the meeting of the coordination Council and submitted to the Academic Board and of the Supervisory Board of the National Academy.

The heads of the regional institutions and divisions of the National Academy responsible for the implementation of the Strategy activities foreseen in the respective annual plans and their monitoring, quarterly report on the work of the President of the National Academy.

President of the National Academy reports annually to the President of Ukraine and the labor collective of the National Academy on the status of implementation of the Strategy.

Annual reports are discussed at meetings of the Academic Council of the National academies, approved by the President of the National Academy and made public on the website of the National Academy.

For the successful implementation of the Strategy will be used system of indicators for monitoring and evaluation developed for each annual implementation plan of the goals and objectives of the Strategy.

8. Indicators of success implementation of Strategy

Direction Indicators of implementation of Strategy

1. Modernization

1.1. Changes in legislative and other legal status, legal acts concerning the status of National organizational Academy, namely defined by the National Academy as structure and the main public higher education institution with management system national status in the national system National training, qualification and specialization Academy of civil servants, other officials, implements the strategy of state personnel policy, other strategy of the program, according to its tasks and the powers and carries out analytical and expert support the activities of the President of Ukraine, bodies of state power and bodies of local self-government.

1.2. The level of employment of graduates of the National Academy for jobs in public authorities, the number of categories “A” and “B”; the number of graduates who successfully pass competitions for positions civil servants of category “A” and “B”.

1.3. The number and volume of scientific products that formed by the newly created expert-analytical center, the level of customer satisfaction it services (the survey).
1.4. The number of national strategies, programs, normative legal acts, developed with the participation of the National Academy.

1.5. The coverage of public employees of the Donetsk and Lugansk regions by training, specialization, and qualification.

1.6. Number of developed and disseminated new educational standards, programs, techniques among higher educational institutions in Ukraine that has a license to carry educational activities in the field of knowledge "Public Management and Administration", the number conducted by the National Academy of educational-methodical and scientific-communicative activities for their members.

1.7. The number of domestic and foreign scientific and conferences and other scientific communicative activities dedicated to the public management conducted at other institutions and scientific institutions in which took part teachers of the National Academy.

1.8. The share of persons from public authorities and the public that took part in the activities of the National Academy.

1.9. The volume and range of publishing products, the number of prints.

1.10. Certification of the National Academy ISO 9001.

1.11. The National Academy rankings of higher education institutions, which operate in the market of second higher education.

2. Organization

2.1. The number and percentage of the total number the educational process of licensed and accredited educational programs training, including in accordance with international requirements.

2.2. The number of applicants for one budgetary place in magistracy, postgraduate and doctoral studies.

2.3. The number of public servants and deputies of local councils who have been trained in the system of training, retraining, training and advanced the National skills Academy.

2.4. The number and share of students, graduate students and doctoral students who are studying in the National Academy by contract.

2.5. The number and percentage held open and away lessons with a practical orientation.

2.6. The number of for teachers in Ukraine and beyond border summer schools and conferences on topical methodical, didactic and adragogical problems.

2.7. The proportion of graduate students and doctoral candidates who have successfully defended the thesis.

2.8. The proportion of students and scientific-pedagogical workers who are fluent in foreign languages.

2.9. The number issued by the base (reference) training manuals and textbooks.
2.10. The level of satisfaction of trainees of the National Academy the quality of the educational process, teaching work each of the teachers (interview).

2.11. The number of scientific-pedagogical workers The national Academy, which are included in national boards, expert groups, Advisory office, projects and the like.

2.12. Internal and external surveys on the improvement of the educational process in the National Academy.

2.13. The introduction of a system of evaluation of knowledge, skills and skills National Academy for the results training, qualification and specialization in accordance with the requirements for doing work a particular profession positions.

3. Organization

3.1. The number established on the basis of the creative departments scientific and laboratories, made research works and expert and scientific products, the results of which have been in analytical activities of public authorities and activities used in the educational process in the National Academy.

3.2. The number of agreements on scientific cooperation with bodies of state power, bodies of local government, public organizations, the level of their execution.

3.3. The number of science communication events (seminars, round tables, scientific-practical conferences, forums, etc.) in cooperation with other institutions.

3.4. Number of published scientific results research scientists of the National Academy of professional and international journals and publications, included in scientometric databases, including publications in collaboration with foreign partners, index them citation.

3.5. The number of scientific schools on the basis of departments of the National Academy.

3.6. The amount of borrowed funds for implementation of scientific research works by order of public authorities.

3.7. The number of joint international projects in scientific field.

3.8. The number of theses successfully defended in specialized scientific councils of the National Academy.

3.9. Number and percentage of handled calls to National Academy of public authorities and local authorities according to expert project evaluation of their decisions

4. Creating conditions

4.1. The number of persons claimed during the contest in to attract one vacancy teacher/employee in the National Academy.

4.2. The proportion of teachers with practical experience in public administration.
4.3. The number of attracted on a contractual basis recognized work in Ukraine and in the world of experts and practitioners on issues of public management and administration.

4.4. The number and share of scientific and pedagogical workers of the National Academy, working with public authorities and involved in the performance of their tasks and exercising powers.

4.5. The level of satisfaction of workers of the National Academy pay and working conditions, as a moral and business climate (survey).

4.6. The number of teachers having the academic rank of associate Professor and Professor, honored worker of education of Ukraine, honored worker of science of Ukraine.

4.7. Number of teachers who received training abroad.

4.8. The number of communication events per teacher.

4.9. The level and structure of turnover.

4.10. The number of incentives offered to employees of the National Academy, including at the national level for the quality of the performance of official duties, the contribution to the development of the National Academy, the national public management and administration.

4.11. The proportion of teachers – doctors of science in public administration the National Academy, who are members of academic councils of other higher educational institutions.

5. Development

5.1. Modernization of buildings, classrooms, material - libraries, publishers, National Academy, technical and include in its regional institutions, the level of their resource the technological base of support and the share of classrooms, stationary equipped with computers and multimedia.

5.2. Capital repairs of buildings the academic building at E. Pottier St., 20 and the dorms at Perovskoy St., 5.

5.3. The amount of attracted funds from grant projects to improve the material-technical base of the National Academy.

5.4. The introduction of modern telecommunications technologies of interactive communication between students, graduates, faculty of The national Academy, representatives of institutions, state power, bodies of local self-government, the institutions of civil society (interview).

5.5. The presence of the licensed software.

6. Organization

6.1. The number of graduates of the National Academy that maintain contacts with the institution, visit its events and contribute to its effective communicative activities, interact with activities of the National Academy.

6.2. The number of issues in public administration the processing of which was carried out using
created in the National Academy the online platform for intellectual interaction; number and qualitative composition of its members.

6.3. The number of attracted foreign specialists to the educational and scientific process, participation in scientific communicative activities, expert and Advisory deliberative activities.

6.4. The number of students, postgraduates, doctoral students and scientific pedagogical workers of the National Academy that received training in government and related institutions of other States and their representatives in The national Academy.

6.5. The number of active and concluded contracts on the cooperation of the National Academy of government authorities and bodies of local self-government, civil society institutions, associations graduates, schools, and other institutions.

6.6. The number of science communication events (seminars, round tables, scientific-practical conferences, forums) with international participation.

6.7. The number of open lectures, seminars, workshops, the level of their foreign visits, including the international participation.

6.8. The number of affiliate media that regularly distribute information about National Academy (print, radio, TV and Internet resources).

6.9. The number of speeches of representatives of the National Academy on all-Ukrainian mass media, analytical publications, official government publications.

6.10. The level of trust in society and the system of public office of Ukraine at the National Academy