

Decision of the Higher Education Assessment Council of the Estonian Quality Agency for Education

Lutsk National Technical University Institutional accreditation decision

29.08.2025

The Higher Education Assessment Council of the Estonian Quality Agency for Education decided to accredit the Lutsk National Technical University for seven years.

Pursuant to section 44.2 of the Conditions and Procedure for Institutional Accreditation in Ukraine established on the basis of the authorisation contained in subsection 3 of § 38 of the Higher Education Act and in subsection 5 of § 24 of the Statutes of the Education and Youth Board, the Higher Education Assessment Council of the Estonian Quality Agency for Education (hereinafter the Council) states the following:

1. The Lutsk National Technical University (hereinafter LNTU) and the Estonian Quality Agency for Education (HAKA) agreed on the period for institutional accreditation on 20.11.2024.
2. By the decision of 12.02.2025, the Director of HAKA approved the composition of the Assessment Committee for Institutional Accreditation (hereinafter the Committee) as follows:

Kristiina Tõnnisson (chair)	Head of the Johan Skytte Institute of Political Studies, University of Tartu (Estonia)
Birgit Vilgats (secretary)	Director of Baltic Film, Media and Arts School, Tallinn University (Estonia)
Polina Hombalevska	Student member of the Panel; President of national students' union of Ukraine – Ukrainian Association of Students - UAS (Ukraine)
Georgii Lopatenko	Associate professor, Dean of the Faculty of Health Physical Education and Sport, Borys Grinchenko Kyiv Metropolitan University (Ukraine)
Lauri Tabur	Public governance and education sector reform expert, former Rector of Estonian Academy of Security Sciences (Estonia)
Mykola Trehub	Vice-Rector for Educational Innovations, Kyiv School of Economics, professor of the Department of Geodesy, Dnipro University of Technology (Ukraine)

3. LNTU submitted the self-evaluation report to HAKA on 14.03.2025, and the assessment coordinator of HAKA sent the self-evaluation report to the Committee on 26.03.2025.



4. The hybrid assessment visit to LNTU took place from 3rd to 5th June 2025.
5. The Committee sent the draft assessment report to HAKA on 04.07.2025, HAKA forwarded the draft assessment report to the higher education institution for comment on 07.07.2025, and LNTU submitted its comments on 18.07.2025.
6. The Committee submitted the final assessment report to HAKA on 31.07.2025. The assessment report is an integral part of the decision. The report is available on the HAKA website.
7. The Secretary of the Council forwarded the final assessment report and the self-evaluation report to the members of the Council on 22.08.2025.
8. The Assessment Committee's assessments were as follows:

Assessment area	Assessment
Organisational management and performance	Conforms to requirements
Teaching and learning	Conforms to requirements
Research, development and/or other creative activities (RDC)	Partially conforms to requirements
Service to society	Conforms to requirements

★ Worthy of Recognition

- ★ Institutional resilience and civic mission during wartime. LNTU has shown exceptional commitment to continuity, community support, and societal responsibility despite operating under extreme national circumstances. The university's social initiatives, including psychological services, legal counselling, and support for displaced and vulnerable groups, reflect values-based leadership and serve as an example for other institutions.
 - ★ Staff international mobility performance. The university has significantly exceeded its targets for academic staff international mobility, demonstrating a proactive and well-supported approach to internationalisation, even in a constrained operating environment.
 - ★ Internal digital infrastructure development. LNTU's in-house creation of digital platforms—such as the Academic Management System, e-testing platform, and student/teacher portals—demonstrates initiative, technical capacity, and institutional self-reliance in advancing digital transformation.
 - ★ Interdisciplinary student engagement in research. Through the promotion of student-led research, grant schemes, and scientific competitions, LNTU has created a vibrant research culture among early-career scholars, integrating them meaningfully into institutional R&D.
9. At its meeting of 29 August 2025, with the participation of 10 members, the Council discussed the received documents and decided to highlight from the assessment report

the following strengths¹, areas of concern and recommendations² and opportunities for further improvement³ regarding LNTU.

9.1 ORGANISATIONAL MANAGEMENT AND PERFORMANCE

Strengths

1. LNTU operates under a clearly defined and well-structured governance model, with responsibilities allocated across academic, administrative, and support units, ensuring coordinated institutional functioning.
2. LNTU demonstrates strong performance in achieving or exceeding several key indicators in the areas of teaching and learning, internationalisation, and digital transformation, including notable growth in academic mobility and research outputs.
3. The university has established an internal quality assurance system, including dedicated structures (e.g., Quality Council, Department of Educational Quality Assurance), which reflect a formal institutional commitment to continuous improvement.
4. Academic integrity and ethics are actively promoted through established codes, awareness activities, and external affiliations (e.g., ENAI), supported by functioning mechanisms for reporting and resolution.
5. The university's digital management systems—such as student and staff portals, automated testing, and internal performance ranking tools—are evidence of a clear commitment to institutional modernisation.
6. LNTU's personnel management is strongly aligned with its strategic development goals, focusing on fostering, preserving, and continuously developing both academic and support staff to ensure long-term academic sustainability.
7. The university cultivates a supportive and inclusive environment, valuing staff contributions and promoting professional growth through equal opportunities and diverse pathways.
8. A clear and transparent academic career management system, including public competitive selection for positions and merit-based promotion processes, ensures the recruitment and advancement of highly competent professionals.
9. The university actively promotes the internationalization of its staff, evidenced by extensive participation in academic mobility programs, research internships, and international projects, enhancing global competencies.
10. LNTU demonstrates excellent economic feasibility with significantly improved financial performance between 2020 and 2024, notably a near 55% increase in general fund revenues and over four-fold growth in special fund revenues, largely driven by doubled student enrolment. This indicates a robust and sustainable financial model, capable of supporting its growth objectives.

¹ Achievements that exceed the level of the standard (not compliance with the standard) are presented as strengths.

² Areas of concern and recommendations point to shortcomings in meeting the requirements of the institutional accreditation standard and affect the formation of the final decision of the Council.

³ Opportunities for further improvement are proposals for improvement that do not contain a reference to noncompliance with the standard and the inclusion or exclusion of which is at the discretion of the institution of higher education. Proposals for further developments will not affect the final decision of the Council.

11. The university has invested substantially (UAH 165.6 million) in its infrastructure between 2020-2024, undergoing its largest reconstruction in history. This includes major projects like the "SMART Volyn Hub" and "Science Museum," ensuring continuous modernization, renewal of laboratory equipment, and the creation of modern, functional study and RDC spaces.
12. Beyond functionality, LNTU places high priority on ensuring a safe, comfortable, and accessible environment. This is evident through the establishment and maintenance of shelters and emergency preparedness, continuous modernization of facilities (including energy-saving initiatives), and a strong emphasis on barrier-free accessibility in all renovations, reflecting a holistic approach to infrastructure management.

Areas of concern and recommendations

1. Key performance indicators (KPIs) are in place and appear to support the university's improvement efforts. However, the current numerical targets are set too low and should be revised. The expert committee recommends a comprehensive review and recalibration of KPIs within the framework of the new development strategy. These revised KPIs should be more ambitious and challenging, better aligned with the university's evolving capabilities and strategic goals—particularly in light of the current wartime context.
2. Progress on long-term digital transformation projects — specifically the Electronic Document Management System (currently 27% complete, with a target year of 2026) and the E-University platform (MyLNTU) (10% complete, target year 2028)—is advancing more slowly than anticipated. The expert committee recommends allocating additional dedicated resources and accelerating implementation timelines to ensure the timely completion of these critical digital infrastructure initiatives.
3. In several areas (graduates, external partners, e-courses) the quality loop is not completely closed and feedback collection is not systematic. Expert panel recommends establishing clear feedback mechanisms to provide structured input on the quality, using this feedback for continuous improvement.
4. Despite recent growth, LNTU has experienced a decline in academic staff numbers, primarily due to the full-scale invasion and the COVID-19 pandemic. Ongoing challenges posed by martial law and a national workforce shortage continue to threaten academic sustainability. The expert panel recommends developing robust contingency plans for staff retention and recruitment during times of crisis. These plans should prioritize enhanced support services, flexible work arrangements, and targeted talent acquisition strategies to mitigate the impact of external disruptions.
5. Although academic staff are expected to engage in demanding international activities, pursue continuous professional development, and contribute actively to both research and teaching, there is currently no evidence of detailed mechanisms to ensure a balanced workload. This lack of oversight poses risks of burnout and reduced effectiveness. The expert panel advises implementing regular, transparent workload assessments and establishing clear, institution-wide guidelines for balancing teaching, research, administrative responsibilities, and international engagement. Adequate resources and support structures should accompany these measures to prevent staff overextension.
6. The substantial increase in special fund revenues is primarily driven by a doubling of student enrolment, with tuition fees as the main source. This heavy reliance on student

numbers makes the university financially vulnerable to demographic changes and shifts in enrolment trends. The expert committee recommends diversifying the university's own income streams by actively pursuing the commercialization of research outputs, expanding paid professional development courses for external learners, and increasing fundraising efforts targeting alumni and private donors. These measures would strengthen the university's financial resilience beyond tuition revenue.

Opportunities for further improvement

1. While LNTU manages conflicts of interest and academic integrity, the self-evaluation report and panels highlight the continuous challenge of upholding these principles in a dynamic environment, requiring constant vigilance and adaptation. Beyond current measures, implement regular, interactive training workshops on academic integrity and conflict of interest for all staff and students, focusing on practical case studies and fostering a proactive culture of ethical behaviour rather than just reactive enforcement.
2. Detailed statistics from staff competition results and professional development participation can be used to conduct deeper analytics (e.g. using dashboards for data processing) for identifying specific skill gaps across departments, forecasting future academic needs, and tailoring professional development programs more precisely to maximize impact and ROI.
3. While the self-evaluation report and conducted interviews emphasizes support and professional growth, the experts' panel didn't find evidence directly detailing the "principles of the reward and motivation". This presents an opportunity to clearly define, document, and widely disseminate these principles to all employees, ensuring transparency and fostering a stronger sense of fairness and recognition, which could further boost morale and retention.
4. Given the emphasis on academic career management and transparent promotion, LNTU has an opportunity to develop more formalized succession planning and leadership development programs.
5. Although investment levels declined in 2024 — mainly due to the completion of major projects and cost optimization — this trend could become problematic if sustained investment is not planned beyond the current initiatives. In light of the long-term demands associated with maintaining and modernizing extensive physical infrastructure, the expert committee recommends developing a comprehensive, multi-year strategic infrastructure investment plan. This plan should clearly identify future needs for maintenance, upgrades, and new developments, and ensure stable funding beyond the lifecycle of current projects to avoid future infrastructure deficits.
6. LNTU demonstrates a commitment to sustainability through the use of renewable energy, eco-friendly materials, and energy-saving initiatives, guided by a developing Sustainable Development Strategy. However, the documentation lacks detail on specific funding allocations or a long-term feasibility plan to achieve climate neutrality. The expert committee advises finalizing and fully operationalizing the Sustainable Development Strategy by establishing clear, measurable targets for renewable energy use and green initiatives. This should be supported by dedicated long-term funding mechanisms and external partnerships to ensure the sustainability and credibility of progress toward climate neutrality.

7. While the university has achieved cost optimization following major project completions, there's an opportunity to implement and embed continuous, university-wide operational efficiency programs across all departments and functions. This would move beyond project-specific savings to foster an ongoing culture of resource optimization and waste reduction in daily operations.
8. With robust ICT resources and six dedicated scientific laboratories, LNTU has an opportunity to explore monetizing underutilized capacity by offering access to specialized equipment or digital services (e.g., data analysis, lab time, software access) to external businesses, research institutions, or community groups, generating additional revenue streams.

9.2. TEACHING AND LEARNING

Strengths

1. LNTU has clearly articulated educational mission and strategic objectives, which are aligned with its broader institutional vision and societal role.
2. University has established good relationships with professional organisations and institutions in order to ensure its graduates national and international competitiveness.
3. Very good physical learning infrastructure that also caters for students with special needs.
4. University has close contacts with society and the labour market and bases new study programmes on society- and labour market needs.
5. LNTU has developed a comprehensive procedure for the design and updating of study programmes.
6. Academic staff have the autonomy to determine assessment formats, which promotes flexibility and supports academic freedom.
7. LNTU actively supports student international mobility through a well-articulated institutional strategy and structured procedures. The expert panel commends the university's efforts to promote mobility despite external challenges such as war-related restrictions.

Areas of concern and recommendations

1. The expert panel notes a limitation in stakeholder engagement, particularly during the early stages of study programme development. Analysis of the additional documentation provided by LNTU confirms that only employers are actively involved, and primarily during the final stages, after draft of the study programmes have already been formulated. There is no evidence of student participation in the early-stages of the study programme development process, and the university itself acknowledges in the SER that early-stage stakeholder engagement remains an area for improvement. The panel recommends that LNTU strengthen its procedures to ensure earlier and more systematic involvement of a wider range of stakeholders, including students, throughout all phases of programme development.
2. The guidelines for writing Bachelor's and Master's theses do not include assessment criteria for qualification theses. Some of the guidelines published on the LNTU web pages

are outdated. The panel recommends that LNTU ensure that all departments regularly update and publish current guidelines for qualification theses, including clearly defined assessment criteria. This will enhance consistency in the evaluation of final student work and support institutional quality assurance efforts.

3. Based on the information gathered during the interviews, experts' panel learned that teachers regularly allow students to improve their grades, which is why there have been no grade disputes since 2022. This approach significantly increases the workload of academic staff members and requires university management to set clear rules on when grade improvements are allowed (for example, only for the lowest grade). Panel recommends developing formal procedures to ensure consistent and equitable handling of grade disputes and improvement requests, particularly in cases involving temporary teaching staff. Such measures would strengthen the university's commitment to student-centred learning and further enhance the transparency and fairness of its assessment system.
4. The expert panel notes that the development and structure of e-courses at LNTU are largely determined by individual teaching staff. While this approach allows for academic freedom and flexibility, it also leads to variability in the quality and format of e-learning materials across different courses. Panel recommends that the university's management consider creating e-learning support system for academic staff.

Opportunities for further improvement

1. The experts' panel encourages the university to further strengthen its quality assurance system by integrating quantifiable indicators directly linked to its strategic objectives. For example, goal "providing labour market with highly qualified graduates" might have quantifiable indicator about employability rate of graduates. This would enhance institutional capacity to monitor goal achievement, support data-informed decision-making, and ensure continuous improvement.
2. Experts' panel strongly supports university's initiative to develop interactive approaches to meet the inclusive needs of students to ensure equal opportunities for achieving learning outcomes and conducting research.
3. The expert panel recommends that LNTU introduce regular surveys of PhD graduates and ensure that the results are made publicly available on the university's official website. This practice would enhance transparency, support quality assurance, and provide valuable insights for the continuous improvement of doctoral education.
4. The expert panel suggest that LNTU further develop its career counselling services by integrating diagnostic tools, personalised coaching, and structured employer engagement. Enhancing these services would support students in aligning their academic paths with long-term career objectives and reinforce the university's role in facilitating successful labour market transitions.
5. The panel advises LNTU to introduce targeted surveys to systematically evaluate the quality and effectiveness of its counselling services. Collecting structured feedback would help identify areas for improvement, ensure alignment with student needs, and contribute to the continuous development of the student support system.

9.3. RESEARCH, DEVELOPMENT AND/OR OTHER CREATIVE ACTIVITIES (RDC)

Strengths

1. LNTU maintains an extensive network of international and national partnerships that directly support its research and innovation agenda. The university cooperates with 120 foreign universities across 26 countries and has signed agreements with 29 national public authorities and organisations — a number that continues to grow. These partnerships enable joint research projects and collaborative innovation.
2. LNTU actively integrates the evolving needs of society and the labour market into its RDC planning, evidenced by extensive cooperation with over 300 local business partners and the undertaking of "research to business order," ensuring the relevance and practical application of its scientific work.
3. The university consistently shows increasing research output and impact, with high publication numbers in scientometric databases, a continuously growing Hirsch index, and a significant increase in international co-authored publications (peaking at 32% in 2023), highlighting its successful internationalization and contribution to global knowledge.
4. The RDC support system at LNTU is founded on several key departments and units that provide specialised assistance across various aspects of research.
5. The university has demonstrated resilience in securing RDC funding, particularly during challenging periods.
6. LNTU is actively engaged in promoting science among young people and in fostering a culture of research and development.
7. LNTU effectively engages students across all academic cycles (undergraduate to doctoral) in diverse research, creative, and project activities, providing dedicated hubs (clubs, labs, bureaus) that foster professional and personal development.
8. The university actively cultivates entrepreneurial thinking through a well-developed ecosystem, including a Student Business Incubator, Startup School, and other support structures, empowering students to develop innovative ideas and achieve significant success in national and international startup competitions.
9. The university provides comprehensive opportunities for postgraduate and doctoral students to undertake research internships and participate in international academic programs both in Ukraine and abroad, significantly boosting their professional and scientific qualifications through global exposure.

Areas of concern and recommendations

1. LNTU did not achieve its goal for R&D funding obtained through competitive selection from the national budget, and this funding stream decreased to zero in 2024. This indicates a persistent challenge in securing national competitive research grants. Experts' panel suggest developing a targeted strategy to enhance project application writing skills among academic staff, specifically for national competitive grants, and establish a dedicated support unit to identify, prepare, and submit high-quality applications to relevant government funding programs.
2. While LNTU mentions commercialization and technology transfer (e.g., through BIC and patent activity), there were no evidence about detail specific metrics for evaluating the

actual economic or societal impact of commercialized RDC results beyond just their establishment or registration. Experts recommend setting clear KPIs for tracking the commercialization success of RDC outcomes, such as spin-off creation, licensing agreements, generated revenue from transferred technologies, and documented societal benefits from applied research, to provide a more comprehensive picture of impact, during the development of new strategy of LNTU.

3. While there are over 300 business partners and "research to business order," there were no evidence on a systematic process for identifying and proactively aligning LNTU's RDC capabilities with specific, high-priority industrial or sectoral needs, beyond general employer involvement. Experts highly recommend conducting regular, in-depth analyses of key industry sectors in Ukraine and globally to identify emerging research needs and technological gaps, then proactively align LNTU's scientific schools and laboratories to these specific demands, potentially leading to more targeted and higher-value commissioned research.
4. While "research on order for enterprises" is a significant funding source, there was no evidence on how these funds are strategically allocated internally to specific research initiatives, labs, or researchers, which could impact equitable distribution and strategic investment. University should develop and communicate clear, transparent internal policies for the allocation and management of funds secured from enterprise orders, ensuring these resources strategically support LNTU's RDC priorities, encourage interdisciplinary collaboration, and incentivize high-impact research.
5. LNTU has significantly increased international collaborations and projects. Without explicit mention of scaling up administrative and legal support for international agreements, intellectual property across borders, and complex international reporting requirements, existing units might become overburdened. Expert panel recommends conducting an assessment of the administrative capacity required to manage the growing volume of international RDC projects and collaborations, and strengthen relevant support units (e.g., legal, finance, project management) with additional personnel or specialized training in international research administration.
6. While supervisor professionalism and foreign scientist involvement are highlighted, the focus should be on how the workload of supervisors is managed to ensure it is "reasonably balanced," which is critical for sustaining high-quality supervision amidst diverse responsibilities (teaching, RDC, international work). University should implement a transparent workload management system for academic staff involved in supervision, considering the number of students, research intensity, and administrative duties, to ensure sustainable and high-quality mentorship without overburdening supervisors.
7. While LNTU nurtures young talent, there was no evidence for any strategy of attracting and retaining highly experienced, well-known researchers or research leaders, especially given the national workforce shortages and global competition for talent. University should develop a targeted talent acquisition and retention strategy for senior researchers, including competitive research packages, reduced teaching loads, opportunities for establishing new research groups, and active participation in international scientific diplomacy, to elevate LNTU's research profile.

8. The interviewees emphasize research quality, but there was not explicitly provided information or the timeliness discussed of doctoral thesis completion or overall graduation rates, which are key indicators of program effectiveness. Experts' panel advise to begin systematically tracking and reporting doctoral graduation rates and average time-to-degree and analyse this data to identify any systemic barriers or areas for improvement in the doctoral study process and supervision.
9. While postgraduate students' satisfaction with supervision is surveyed, there was no evidence on how feedback on research supervision is systematically gathered from undergraduate or Master's students involved in research, creative, or project activities. Panel recommends extending systematic student satisfaction surveys specifically regarding research supervision and project mentorship to undergraduate and Master's students, utilizing their feedback to continuously refine guidance and support for early-career researchers.

Opportunities for further improvement

1. LNTU lists four distinct scientific schools. While valuable, there were no evidence on mechanisms that actively encourage interdisciplinary collaboration between these schools, which could limit the scope for truly innovative, complex problem-solving. Expert panel suggest developing and incentivize interdisciplinary RDC programs, workshops, and joint funding opportunities that specifically encourage collaboration between LNTU's distinct scientific schools, fostering cross-pollination of ideas and approaches to tackle multifaceted challenges.
2. The panel advises LNTU to strengthen its research commercialisation pipeline by enhancing institutional support for intellectual property protection, conducting market analyses for university-generated technologies, and facilitating connections with venture capital and industrial stakeholders to maximise the socio-economic impact of research.
3. The panel encourages the establishment of interdisciplinary research clusters addressing major societal challenges—such as post-war reconstruction, sustainable development, and digital transformation—by integrating expertise across faculties and scientific schools to promote collaborative and high-impact RDC initiatives.
4. The panel recommends that LNTU complement its existing soft incentive measures with a more comprehensive, performance-based reward system for academic staff and students. This system should recognise achievements in high-impact publishing, successful grant acquisition, patenting, and commercialisation activities, thereby enhancing research excellence.
5. The expert panel suggests that LNTU expand the scope and diversity of international mobility opportunities specifically oriented towards research, development, and creativity. This includes enabling extended research visits, joint supervision arrangements with international experts, and participation in global research consortia to deepen integration into the international academic community.
6. The expert panel recommends developing and implementing a more ambitious and structured strategy for attracting international academic and research funding. This strategy should extend beyond individual scholarships and focus on participation in large-scale, multi-partner consortia, leveraging the university's international cooperation network.

7. The expert panel recommends that LNTU establish a competitive internal seed funding or grant programme aimed at supporting early-stage, interdisciplinary, or high-risk research, development, and creativity (RDC) initiatives. This would encourage innovative projects with the potential for significant long-term impact, particularly those not yet eligible for external funding.
8. The panel advises LNTU to adopt advanced data analytics tools, including AI-driven platforms, to monitor global research trends, identify emerging funding opportunities, and strategically position the university's RDC activities in areas of competitive advantage.
9. The panel suggests that LNTU create a structured accelerator programme within the existing Business Innovation Center or a newly established unit. This programme should provide mentorship, legal and business development support, and seed investment to researchers and students seeking to commercialise RDC results through start-ups or technology licensing.
10. The panel recommends the LNTU to implement a targeted strategy to enhance the global visibility and reputation of its research. In addition to improving traditional metrics, this could include promoting open science practices, strengthening institutional repositories, increasing participation in prestigious international conferences, fostering collaborations with leading researchers worldwide, and engaging in strategic science communication through international media and digital platforms to highlight LNTU's research strengths and contributions.
11. The experts panel advise to establish a centralized online platform or a dedicated RDC infrastructure manager responsible for tracking high-value equipment, facilitating inter-laboratory sharing agreements, and promoting optimal utilization of specialized research infrastructure across the university.
12. The experts panel recommends LNTU has six dedicated scientific laboratories with renewed equipment. However, the SER doesn't explicitly describe a formal system for sharing high-cost equipment or specialized infrastructure between these laboratories or faculties, which could lead to redundancy or underutilization.
13. While various units like BIC and Scientific and Research Part provide support, there were no evidence about detailed mechanisms to ensure consistent quality, training, or standardization of administrative and logistical support services provided by each to researchers, which could lead to inefficiencies. It is recommended to implement a regular internal audit and quality assurance program for all RDC support units, including researcher feedback surveys, to identify bottlenecks, standardize best practices, and ensure equitable and high-quality administrative support across all scientific endeavours.
14. The expert panel recommends that LNTU establish a continuous professional development programme for all academic staff involved in student supervision. This should focus on best practices in mentorship, ethical research conduct, student well-being support, and the effective integration of interdisciplinary approaches in student-led projects.
15. The panel suggests that LNTU develop an intuitive online platform to match students at all levels with available research projects and supervisors based on shared interests and expertise. The platform should include features for collaborative project management, progress monitoring, and efficient communication.

16. The expert panel advises LNTU to establish a formal mentorship programme linking current doctoral students with successful alumni from academia, industry, and entrepreneurship. This initiative would provide career guidance, networking opportunities, and insights into diverse post-graduation pathways.

9.4. SERVICE TO SOCIETY

Strengths

1. LNTU identifies itself strongly through local community, being in many ways the community centre for the whole Volyn Region.
2. Essential strategic frameworks are in place to guide the overall direction the higher education institution aims to take while promoting its core activities and engaging in social development.
3. Smooth transitioning into online environment has positively impacted participation numbers of professional development programs.
4. The university demonstrates good practice in offering targeted competencies through initiatives such as the Veteran HUB and military specialisation programmes.
5. LNTU is visibly open to partners, offering training programmes not only to business partners and its own staff, but also to the wider community.
6. LNTU has significant number of public-oriented activities ongoing which contribute to the enhancement of community welfare.
7. The university maintains long-standing and stable partnerships with a broad spectrum of external stakeholders, including business and public sector organisations, reflecting sustained mutual cooperation.
8. The implementation of the Open Science Policy demonstrates LNTU's commitment to transparency and accessibility in research, fostering an open and inclusive relationship with the wider public.

Areas of concern and recommendations

1. LNTU objectives regarding continuing education are only vaguely defined and dispersed in various documents making it difficult to assess whether its implementation is effective in relation to these objectives. Therefore, further formal alignment of its continuous education with strategic objectives is needed.
2. The system for surveying participant satisfaction with the quality of continuing education is not yet fully established and needs to be more integrated with programme development.

Opportunities for further improvement

1. LNTU could find it feasible to continue translating the available key strategic frameworks into practical plans (who-when-what) to align more efficiently with societal expectations. There are impressive number of initiatives implemented, especially related to providing services to society, and linking them more with overall operational planning of the university could allow even more efficiency in its work.

2. LNTU might also consider integrating their active participation in various associations and decision-making bodies more into branding and promotion activities of the university to promote the business value of the LNTU to its (potential) partners.
 3. Expert panel advise updating the 2021 communication strategy to reflect the current context would contribute to better aligning the university's overall communication initiatives with its community-oriented focus.
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10. If one or two component assessments are provided as 'partially conforms with requirements' and all other component assessments are provided as 'conforms with requirements', the Quality Assessment Council shall analyse the strengths and areas for improvement of the higher education institution and conclude that the management, administration, academic and research activity, and academic and research environment, meet the requirements; and decide to accredit the higher education institution for seven years; or shall conclude that there are deficiencies in the management, administration, academic and research activity, or academic and research environment of the higher education institution; give instructions to remove them; and decide to accredit the higher education institution for three years.
 11. The Council analysed the strengths and areas of concern of LNTU and found that:
 - 1) LNTU has shown exceptional commitment to continuity, community support, and societal responsibility despite operating under extreme national circumstances. The university's social initiatives, including psychological services, legal counselling, and support for displaced and vulnerable groups, reflect values-based leadership and serve as an example for other institutions.
 - 2) LNTU demonstrates strong performance in achieving or exceeding several key indicators in the areas of teaching and learning, internationalisation, and digital transformation, including notable growth in academic mobility and research outputs.
 - 3) LNTU identifies itself strongly through local community, being in many ways the community centre for the whole Volyn Region.
 12. Having considered the strengths and shortcomings laid down in section 11, the Council

DECIDED TO:

Accredit the Lutsk National Technical University for seven years.

The decision was adopted with 10 votes in favour and 0 against.

13. Accreditation is valid until 29.08.2032.
14. A person who considers that his or her rights or freedoms have been infringed by the decision, can lodge a challenge with HAKA's Assessment Council within 30 days of the date on which the objector became aware or should have become aware of the contested act. The Council shall forward the challenge to HAKA's Appeals Committee who shall provide an unbiased opinion in writing regarding the validity of the challenge to the Council, within five days after receipt of the challenge. The Council shall resolve the appeal within 10 days of its receipt, taking into account the reasoned opinion of the Appeals

Committee. If further examination of the challenge is necessary, the Assessment Council may extend the deadline for examining the challenge by up to 30 days. Judicial contestation of a decision is possible within 30 days from the date of service of the judgment by filing an appeal with the Tallinn Administrative Court pursuant to the procedure provided for in the Administrative Court Procedure Act.

Hillar Bauman

Secretary of the Council