

MINISTRY OF DEFENCE OF UKRAINE

NATIONAL DEFENCE UNIVERSITY OF UKRAINE



**DEVELOPMENT STRATEGY
OF THE NATIONAL DEFENCE UNIVERSITY OF UKRAINE FOR THE
PERIOD UP TO 2030**

Approved by the Academic Council
of the National Defence University of Ukraine
Protocol № 2
dated 27 of February 2023

Kyiv – 2023

CONTENT

PREFACE.....	3
UNIVERSITY VISION	5
MISSION (MAIN TASK) OF THE UNIVERSITY ...	5
PROSPECTIVE DIRECTIONS FOR THE DEVELOPMENT OF EDUCATIONAL ACTIVITIES OF THE UNIVERSITY.....	6
PROSPECTIVE DIRECTIONS FOR THE DEVELOPMENT OF SCIENTIFIC AND INNOVATIVE ACTIVITY OF THE UNIVERSITY.....	10
PROSPECTIVE DIRECTIONS FOR THE DEVELOPMENT OF UNIVERSITY DIGITALIZATION.....	14
PROSPECTIVE DIRECTIONS FOR THE DEVELOPMENT OF UNIVERSITY INTERNATIONALIZATION.....	18
STAGES OF THE STRATEGY IMPLEMENTATION.....	21
AFTERWARDS... ..	22

PREFACE

The legal basis for developing the Development Strategy of the National Defence University of Ukraine for the period until 2030 (hereinafter as the Strategy) is a set of new requirements, goals and objectives determined by the practice of the Russian-Ukrainian war and in the Laws of Ukraine “On Education”, “On Higher Education”, “On the National Informatization Program”, “On Information”, “On Access to Public Information”, “On State Secrets”, “On Personal Data Protection”, “On Information Protection in Information and Communication Systems”, “On the Basic Principles of Cybersecurity in Ukraine”, “On Electronic Trust Services”; as well as the Military Security Strategy of Ukraine, the Strategy for the Development of Higher Education of Ukraine for 2022-2032, the Cybersecurity Strategy of Ukraine, the Strategic Defense Bulletin of Ukraine; the Annual National Program under the auspices of the Ukraine-NATO Commission; Concepts for the transformation of the military education system; regulatory documents of international organizations, the use of which has been approved by the Verkhovna Rada of Ukraine, in particular international standards on information security ISO/IEC 27000; Resolution of the Cabinet of Ministers of Ukraine “Procedure for Advanced Training of Pedagogical and Scientific-Pedagogical Workers”; Orders of the Cabinet of Ministers of Ukraine on approval of the “Concept for the Development of Digital Competencies”, “Priority Areas and Tasks (Projects) of Digital Transformation for the Period Until 2023”; Concept of the development of artificial intelligence in Ukraine; draft Concept of the digital transformation of education and science; orders of the Ministry of Defense of Ukraine; target indicators of the activities of the National Defence University of Ukraine, determined by the Contract with the Commandant of the Defence University of Ukraine (hereinafter as the University) concluded between the Minister of Defense of Ukraine and the Commandant of the University.

Changes in the global security environment and around Ukraine indicate further mutual penetration and integration of military and non-military technologies in the processes of preventing, deterring and resolving military crises.

Most global players are developing their own defense capabilities, relying on the latest weapons, military equipment and a high level of training of governing bodies and troops (forces) as the basic basis of the defense capability of states.

At the same time, the basic foundation of state defense capabilities cannot be effectively created and developed without a strategic vision and the use of the leadership potential of military and political leaders of security and defense institutions at all levels.

In this context, the most important factor in ensuring the independence and territorial integrity of the state is the education and training of future military leaders: continuous, professionally oriented lifelong learning; attracting the best, most gifted and motivated military and civilian personnel that our country's security and defense sector has to offer.

From this point of view, the University's strategic task remains to provide a high level of military education for the effective implementation of management decisions of the highest political and military leadership of the state.

Given the dynamic and unpredictable strategic environment, coupled with its internal assessment, there is a clear need to strengthen the university's potential and ensure its continued development. This involves leveraging its experience and unique intellectual

capabilities, integrating military and civilian approaches, and introducing innovative ideas and methodologies into its educational processes.

The Strategy combines the Prospective directions for the development of educational activity of the University, Prospective directions for the development of scientific and innovative activity of the University, Prospective directions for the development of digitalization of the University, Prospective directions for the development of internationalization of the University.

The purpose of the Strategy is:

to ensure the ability of the University graduates to implement successful strategies and goals of joint operations. They must become recognized military and civilian leaders of the security and defense sector of Ukraine in the face of future unprecedented challenges;

defining the core values, principles and objectives to achieve the University's mission;

defining the security environment in which the University must operate (perform its main tasks) and the requirements for its personnel;

digital transformation of the University, involving the effective adoption and implementation of modern information technologies to automate management, educational, scientific, research-technical, and innovation activities with an appropriate level of security, ensuring the University's development and integration into the global educational and scientific landscape.

UNIVERSITY VISION

The University is a leading national higher military educational institution in the fields of national security and defense, which develops human capital of the components of the security and defense sector of Ukraine according to the best national and international practices and standards compatible with the educational programs of partner countries.

The University is a hub (center) of strategic thinking in the areas of national security and defense of the state, a leader in the provision of relevant educational and scientific services and a competitive innovative educational and scientific institution in the global market of services in the field of international security and defense.

The University is a recognized center of military education and science at the international level and is actively involved in international projects.

The University provides educational services to military and civilian representatives of NATO member states and partner countries, and is a leading institution in the implementation of international research projects in the defense sector.

MISSION (MAIN TASK) OF THE UNIVERSITY

To meet the needs of the Armed Forces of Ukraine and other components of the security and defense sector of Ukraine in leaders with a with intellectual scope by providing high-quality educational services, developing high-quality educational and scientific-analytical products based on the results of fundamental and applied research in the field of national security and defense.

Integration of the University into the system of military education and training of NATO member states, implementation of Euro-Atlantic standards of educational and scientific activities at the national level and highlighting the University's achievements in the international arena.

PROSPECTIVE DIRECTIONS FOR THE DEVELOPMENT OF EDUCATIONAL ACTIVITIES OF THE UNIVERSITY

The educational activities of the University are carried out in the unified education system of Ukraine, in the system of military education and training of military personnel in the interests of the Armed Forces of Ukraine and other components of the security and defense sector of Ukraine.

Since 2014, educational activities have been carried out under the conditions of a special period, and since February 24, 2022 - under the legal regime of martial law.

The educational activities of the University were focused on the requirements of the “Concept of Military Education in Ukraine” as amended by the Resolution of the Cabinet of Ministers of Ukraine of December 15, 1997, No.1410 “On the Creation of a Unified System of Military Education”, which attainment of higher operational-strategic and higher operational-tactical military education is formalized.

“The Concept of Transformation of the Military Education System, adopted by the Resolution of the Cabinet of Ministers of Ukraine No.1490 “On Amendments to the Resolution of the Cabinet of Ministers of Ukraine No.1410 of December 15, 1997” of December 30, 2022, defines the purpose, tasks and measures for the transformation of the military education system.

The transition to new levels of military education of officers (tactical, operational, strategic), its development through a combination of formal and non-formal education, bringing the structure and content of professional military education in line with the standards, approaches and principles implemented in NATO member states are key tasks set by the state leadership.

Areas of educational development:

1. Development of educational activities in the field of higher education in the field of knowledge “Military sciences, national security, state border security” and other fields of knowledge in specialties in accordance with the needs of training military personnel at the higher education degrees “bachelor”, ‘master’, “doctor of philosophy” for the Armed Forces of Ukraine and other components of the security and defense sector.

2. Development of educational activities in the field of professional military education to train military leaders to serve as officers of tactical, operational and strategic levels for the Armed Forces of Ukraine and other components of the security and defense sector.

3. Development of educational activities in the field of retraining and advanced training of officers, non-commissioned officers, employees and civil servants in the interests of the Armed Forces of Ukraine and other components of the security and defense sector.

Goals and indicators of their achievement

Objective 1. The University's regulatory framework was brought in line with the new requirements and content of military education.

Indicators:

the University Development Strategy until 2030 was updated and approved (February 2023);

amendments were made to the University Statute (August 2023);

amendments were made to the regulations on the University's departments (August 2023);

orders of the Commandant of the University regulating educational activities are updated as necessary.

Objective 2. Educational programs for joint training of personnel for all components of the security and defense sector and partner countries were introduced at new levels of military education, based on the experience of repelling Russian armed aggression, training methods, principles and standards of NATO.

Indicators:

educational programs for the training of military personnel at the operational level at the master's degree, specialties 253 “Military Management (by branches of the Armed Forces)” and 254 “Sustainment” were developed (May 2023);

updated strategic-level professional military education curriculum for master's degree in specialties 256 “National Security (by separate areas of support and activities)” (May 2023);

developed the education curriculum of the course of strategic management of the highest level and public policy of the L-5 level of professional military education (May 2023);

the curricula of professional military education courses were updated for the L-3 operational level joint staff officers course and the L-4 strategic level senior leadership course (May 2023 May 2025);

updated curricula for professional military education tactical-level command and staff course L-2 “Land Forces”, L-2 “Air Forces”, L-2 “Navy” (May 2023);

developed curricula for the “Advanced Leadership Course” and “Higher Level Leadership Course” for non-commissioned officers and sergeants (May 2023);

the curriculum of the course “Civil Servants Training Course” for civil servants was developed (May 2023);

curricula for advanced training courses for officers, non-commissioned officers, members of the Armed Forces of Ukraine and civil servants are updated annually as needed;

educational programs for “Doctor of Philosophy” and “Master” degrees, and professional military education courses, developed with consideration for joint training of personnel for the security and defense sector of Ukraine and partner countries

Objective 3. The educational programs of professional military education courses meet the quality requirements of the NATO “Education and Individual Training Directive”.

Indicators:

bringing the educational programs of professional military education courses in line with the requirements of the NATO “Education and Individual Training Directive” (September 2024);

conducting educational activities under new programs of professional military education courses (2023-2024 academic year);

assessing the quality of education of professional military education courses, receiving feedback from customers, feedback from graduates on the results of their practical activities (annually);

updating the curricula of professional military education courses, preparing self-assessment results, applying for certification of certain professional military education courses in NATO (by September 01, 2026);

increasing the involvement of foreign advisors (representatives from partner countries) and customers for military specialist training in conducting training sessions with students of military education and advanced training (at least 5%* annually);

transfer of the L-2 tactical-level command and staff course to tactical-level military higher education institutions (by September 01, 2024);

Objective 4. The organizational structure of the University corresponds to the areas and content of military education.

Indicators:

organizational events were held in the University's management units (September 2023);

organizational events were held in the main departments of the University, three verticals of education were formed: higher education (institutes), professional military education (leadership school), and advanced training (retraining and advanced training center) (August 2023);

organizational measures were taken in the sustainment units of the University (December 2023);

the annual adjustment of the number of academic staff is carried out in accordance with the indicators of the state order for the training of military personnel and employees of the Armed Forces of Ukraine.

Objective 5. The preparedness level of the University's leadership, chiefs of departments, and academic staff, including their English proficiency, allows for the mastery and implementation of NATO standards into the educational process.

Indicators:

increase the number of academic staff of the University who have undergone training (advanced training, internships) in foreign military educational institutions (at least 10 people per year*);

expanding cooperation with foreign military educational institutions, including within the framework of the NATO DEEP program (at least one institution annually*);

* Subject to the end of the legal regime of martial law and stabilization of the military-political situation

increase the number of hours of classes in each discipline conducted in English (by 2024 - at least 10%, from 2024 - at least 20%);

increase in the share of publications in professional scientific journals of Ukraine of categories "A" and "B" made by academic staff working at the University at the main place of work (at least 5% per year);

increasing the share of publications made by academic staff working at the University at the main place of work in Scopus and Web of Science (at least 5% per year);

Ensuring "zero tolerance" for violations of academic integrity by reviewing each appeal regarding violations of academic integrity and bringing to academic responsibility persons whose actions (inaction) are recognized as violations of academic integrity.

Objective 6. The University's infrastructure and material and technical base provide the necessary level of training, acquisition of educational and professional competencies.

Indicators:

Increase in the number of institutions, organizations and events held using the Central Repository of Resources of the Distance Learning System of the Armed Forces of Ukraine (at least 5% per year);

increase in the content of the electronic library with educational, methodological, scientific, informational publications (at least 5% per year);

increase in the number of classrooms equipped with multimedia equipment (at least 5% of classrooms per year);

renewal of computer equipment with a service life of no more than eight years (at least 5% per year);

replacement of furniture and installation of air conditioning systems in classrooms (at least 5% of classrooms per year);

increase in the share of training sessions conducted with the use of simulation systems, training command posts, situation centers, multifunctional computerized classrooms, language rooms, etc. (at least 10% per year).

Objective 7. Expenditures on personnel training allow to ensure high-quality educational activities focused on the intensification of the educational process.

Indicators:

compliance of the scope of planning and demand for funds with the needs of educational activities, established norms, standards, tariffs, prices and rates;

increase in expenditures for the development of the material and technical base of the University (at least 5% annually);

conducting educational activities on the basis of economic mobility, expanding sources of income from the provision of educational services and the implementation of joint educational and research projects (international grants, patronage, funds of individuals and legal entities, etc.)

PROSPECTIVE DIRECTIONS FOR THE DEVELOPMENT OF SCIENTIFIC AND INNOVATIVE ACTIVITY OF THE UNIVERSITY

The development of scientific and innovative activities is designed to ensure the quality and timely execution of scientific tasks as defined by the strategic objectives and practical needs of the state's defense capability, in alignment with the requirements of the Armed Forces of Ukraine and other components of the security and defense sector.

The directions, goals and indicators of development are formed based on the requirements of regulatory legal acts of Ukraine in the areas of scientific and innovative activity, strategic documents that define the goals, main directions, measures for the short, medium and long term of the state policy in the areas of national security and defense and require scientific support for their implementation.

Areas of development of scientific and innovative activities:

The development of scientific and innovative activities will be carried out in two directions:

in the direction of ensuring the defense capability of the state in accordance with the needs of the Armed Forces of Ukraine and other components of the security and defense sector of Ukraine;

in the direction of integration into the international educational and scientific space.

Goals and indicators of their achievement

Objective 1. The regulatory framework of the University was brought in line with the goals of scientific and innovative activities.

Indicators:

amendments were made to the University's Charter (August 2023);

amendments were made to the regulations on the University's departments, taking into account the main directions of implementation of Ukraine's military policy in the context of comprehensive defense of Ukraine, strategic goals for the development of the defense forces until 2030 (August 2023);

the documents for planning scientific and technical activities of the University are brought in line with the approaches of capability-based defense planning (February 2024);

orders of the Commandant of the University regulating scientific and innovative activities are updated as needed.

Objective 2. Scientific research was introduced to ensure the defense capability of the state in accordance with the needs of the Armed Forces of Ukraine and other components of the security and defense sector of Ukraine, based on the experience of preparing the state for defense and repulsion of the armed aggression of the Russian Federation, as well as NATO principles and standards.

Indicators:

research and development topics are updated in accordance with the needs of the Armed Forces of Ukraine to repel the armed aggression of the Russian Federation and develop the capabilities of the defense forces (in accordance with annual plans);

the results of research and development are tested at scientific events (conferences, seminars), including international ones (annually);

published research results in professional scientific publications of the university, foreign periodicals and collections included in international scientometric databases Scopus and Web of Science (annually);

innovative approaches were introduced in the educational process and in research and development (in accordance with annual plans);

interaction with customers of scientific products on the practical implementation of research and development results was strengthened (as orders are fulfilled);

the use of research and development results in the educational process is monitored (annually);

scientific cooperation with the National Institute for Strategic Studies, other leading scientific institutions and higher education institutions of Ukraine is established (December 2024).

Objective 3. International research projects have been implemented to integrate into the international educational and scientific space.

Indicators:

expanded cooperation in the framework of international research projects, with the NATO Organization for Science and Technology and educational institutions of partner countries (December 2030);

academic mobility of University researchers and internships in foreign higher education institutions and scientific establishments have been implemented (December 2030);

training of foreign specialists in educational and scientific programs of the Doctor of Philosophy have been implemented (September 2027*);

internships for foreign researchers in the University's research departments were introduced (September 2027*);

international geographical diversity within the editorial boards of the University's scientific and professional journals, coupled with the active participation of academic staff in the editorial capacities of international scientific publications was expanded (September 2027);

inter-laboratory testing of personal protective equipment with foreign measuring laboratories was organized (September 2026).

Objective 4 The organizational structure of the University's research departments was brought in line with the tasks of scientific and innovative activity.

Indicators:

the formation and acquisition of the capabilities of the scientific-research department (problems of resource provision in the military sphere, defense and military construction) of Military and Strategic Research Centre was completed (December 2023);

* Subject to the end of the legal regime of martial law and stabilization of the military-political situation

the formation and acquisition of the capabilities of the Scientific and Research Center of Testing, Expertise and Certification of Personal Armored Protection was completed (December 2023);

structures of university research centers and institute research departments

the structures of the University's research centers and research departments of the institutes have been refined (December 2023).

Objective 5. The scientific potential of the management team, chiefs of departments and researchers of the University meet the needs of staffing for scientific and innovative activities.

Indicators:

increasing the proportion of the University's academic staff who have undergone training and professional development (including internships) at foreign military educational institutions (at least 10 people per year*);

increasing in the number of hours of classes in each discipline in the educational and scientific programs of the Doctor of Philosophy conducted in English (by 2024 - at least 10%, from 2024 - at least 20%);

increasing the share of publications in professional scientific journals of Ukraine of categories “A” and “B” made by researchers working at the University at their main place of work (at least 5% per year);

increase in the proportion of publications in Category “A” and “B” Ukrainian peer-reviewed scientific journals, authored by academic staff with primary employment at the University (not less than 5% per year);

increase in the share of publications by full-time academic staff affiliated with the University in Scopus and Web of Science (by at least 5% annually);

ensuring “zero tolerance” for academic integrity violations by thoroughly investigating every reported case of academic misconduct and imposing academic accountability on individuals whose actions (or inactions) are identified as breaches of academic integrity.

Objective 6. The infrastructure and research and testing facilities of the University meet the needs of resource support for scientific and innovative activities.

Indicators:

the capabilities of information modeling systems for studying the problems of training and employment of troops (forces) were improved (Slavutych C2 System, JCATS, HKП ПРК, cyber range);

testing and measuring equipment for scientific research on the ballistic resistance of personal and collective armor protection was updated (December 2027);

the material and technical base for the testing and evaluation of the Defense Resource Management Information System (DRMIS) software and technology complexes has been updated (December 2025);

equipment was purchased to start research on the explosive loading of protective structures (October 2024);

* Subject to the end of the legal regime of martial law and stabilization of the military-political situation

doctoral students, adjuncts, academic staff, and scientific and pedagogical personnel are provisioned with modern hardware and software, ensuring continuous high-speed access to the Internet, as well as to information resources and services critical for scientific and innovation activities (September 2024);

University researchers are provided with access to international and national scientific information resources (December 2023).

Objective 7. Expenditures on research and innovation help ensure high-quality research and innovation

Indicators:

Compliance of the scope of planning and requesting funds with the needs of scientific and innovation activities, established norms, standards, tariffs, prices and rates (annually when preparing the budget request);

conducting scientific and innovative activities on the basis of economic mobility, expanding sources of income from the provision of educational services and the implementation of joint educational and scientific projects (international grants, patronage, funds from individuals and legal entities, etc.)

commercialization of research and development results, inventive and rationalization work.

PROSPECTIVE DIRECTIONS FOR THE DEVELOPMENT OF UNIVERSITY DIGITALIZATION

The digitalization of the University is the basis for the transformation of information technologies, which will take place in the areas of management, educational, scientific, technical and innovative activities of the University in the system of military education and training in the interests of the Armed Forces of Ukraine and other components of the security and defense sector of Ukraine.

According to the “Concept of Digital Competence Development”, digital competence is an integral characteristic of a person that dynamically combines knowledge, skills, abilities and attitudes regarding the use of digital technologies for communication, personal development, learning, work, participation in social life, in accordance with the field of competence, in an appropriate manner (safely, creatively, critically, responsibly, ethically). Digital competence allows you to perform complex tasks in a digital environment, as opposed to a digital skill, which means the ability to perform a certain action using digital technologies confidently with proper accuracy and speed, which becomes automatic over time.

Digitalization of the University will ensure the transformation of a single digital environment of the University, which will accelerate the transition to European standards of military education.

The main requirements that led to the digitalization of the University

With the increasing pace of development of digital technologies, the introduction of innovative solutions in all spheres of society and the information environment, there is a need for citizens of Ukraine, including academic staff of the University, to acquire digital competencies.

The vision of the defense forces of 2030 envisages modern defense forces united by a single leadership and ready to conduct operations in the air, on land, at sea, and in the information and cyberspace. The Armed Forces of Ukraine and other components of the defense forces will have an integrated system of unified command and control based on a single secure information environment of the defense forces at the strategic, operational and tactical levels, capable of providing covert control of troops (forces) in an automated mode.

The current state of the information infrastructure supporting the administrative, educational, scientific, technical and innovative activities of the University indicates an urgent need for its further transformation and digitalization to ensure compliance with modern requirements:

- 1) the level of digital competencies of academic staff should meet the requirements of modern educational, scientific, research, technical and innovation activities;
 - 2) educational programs develop the essential digital competencies of higher education learners and align with global trends in information technology development across training specializations;
 - 3) availability of high-quality digital educational and scientific content, including databases, effective electronic systems for evaluation and reporting of educational, scientific and innovative activities;
 - 4) availability of digital services that will ensure the educational, scientific, technical and innovative activities of the University;
 - 5) implementation and ongoing support of automated information systems for military purposes and defense resource management for the practical implementation of research and training of higher education students;
 - 6) availability of modern hardware and software for higher education students and academic staff, with the possibility of permanent high-speed access to the Internet, information resources and services for educational, scientific, technical and innovative activities.
 - 7) ensuring an appropriate level of cybersecurity at the University;
 - 8) availability of an automated system of electronic documents circulation, which allows managers to make timely management decisions;
 - 9) effective digital marketing of the University, which ensures a positive image among higher military education institutions in the country and abroad.
- Compliance with these requirements will create conditions under which the technological lag in the technological development of the University in the information society will be insignificant.

Goals and indicators of their achievement

Objective 1. Acquisition of digital competencies by higher education students, academic staff.

Indicators:

the University's educational programs meet the modern requirements for the formation of digital competencies (September 2023);
 quality content on the formation of digital competencies has been created (by 2024);
 academic staff of the University have acquired digital competencies at a level not lower than B2 in accordance with the Digital Competence Framework for Citizens of Ukraine (by 2025).

Objective 2. Digital services that support educational, scientific, research, technical, and innovation activities have been implemented and are being maintained.

Indicators:

an automated system for managing the educational process of the University was created, with the ability to plan the educational process, maintain an electronic schedule, collect workload statistics, etc. (by 2025);

access to information systems for online training and studying the experience of NATO member states (NATO Joint Advanced Distributed Learning Platform, NATO Lessons Learned Portal, etc.) (by 2025 p.);

access to the National Electronic Scientific Information System for academic staff (by 2025);

an electronic catalogue of restricted-access information resources has been established at the University, (with materials marked for official use only and classified) (by 2027);

develop educational hubs, interactive multimedia courses using modern information platforms (by 2027);

improve the Central Repository of Resources of the Distance Learning System of the Armed Forces of Ukraine (by 2027);

create a digital library with limited access (with materials marked for official use only and classified) (by 2030).

Objective 3. Automated information systems of the Armed Forces of Ukraine and NATO member states, as well as special software for research and training of students, have been implemented and are in use.

Indicators:

automated information systems (simulation systems) of the Armed Forces of Ukraine at the operational and strategic levels or their analogues, as well as promising, experimental, research, etc. are deployed and used (national military situational awareness system “DELTA”, automated combat control system “Dzvin-AS”, automated aviation and air defense control system “Oreanda-PS”, training and simulation complex “Virage-RD”, tactical command and control system “Kropyva”, information exchange system containing state secrets “Vector-101”, training automated C2 system “Slavutych”, information and analytical system for monitoring and analysis of information space) (by 2027);

automated information systems, simulation modeling systems of NATO member states at the operational and strategic levels (JCATS; JTLS (GO, AirModule), LOGFAS, ARGIS) are deployed and used (by 2027).

Objective 4. Departments of the University are provided with modern digital equipment and software.

Indicators:

the system of providing restricted information for training students in the field of “Protection of Restricted Information” was implemented using Class “1” speakers and electronic media such as e-books (PocketbookInkPad) with a comprehensive information security system created and confirmed by the state examination

the restricted-access information provision system has been implemented to support training in the specialization “Protection of Restricted Access Information”, utilizing Class “1” automated systems and electronic information carriers such as “e-book devices” (Pocketbook InkPad), integrated with a comprehensive information security system developed and certified by state expertise (by 2025);

the technical level of the equipment meets the requirements for permanent high-speed access to the Internet, information resources and services for educational, scientific, research, innovation and administrative activities of the University (by 2026);

the process of providing scientific and innovative activities with specialized software products is streamlined (by 2028);

modern training complexes and specialized classrooms (training TV studio, situation center, cyber training ground, conference rooms, briefing rooms, interactive museum, digital library) are deployed (by 2030).

Objective 5. Ensuring the proper level of cybersecurity of the University.*Indicators:*

the level of cybersecurity of the University's information and communication systems meets the requirements of the governing documents (ongoing);

the University staff has taken courses in cyber hygiene and digital literacy (by 2027).

Objective 6. Optimization of management processes, administration of daily activities and control.*Indicators:*

the digital tool for measuring the results of educational and scientific achievements has been improved (December 2023);

the automated workstations of the Electronic Document Management System (EDMS) (in ukr - CEДO ACKOД) have been deployed to the departments inclusive (by December 31, 2023);

an automated access control and management system has been deployed to implement the control and access regime at the University (by December 31, 2023).

Objective 7. Effective digital marketing of the University.*Indicators:*

popularization of the University's activities in social networks, in the world educational and scientific space (ongoing);

modernization of the University's website (websites of departments) with the involvement of outsourced services for their development and support (by 2026);

information kiosks with up-to-date information have been installed and the University's Center for Innovation and Culture has been launched (by 2026).

PROSPECTIVE DIRECTIONS FOR THE DEVELOPMENT OF UNIVERSITY INTERNATIONALIZATION

Internationalization has become an important mission of modern higher education institutions around the world, which aims to expand bilateral and multilateral ties and contacts between educational institutions of different countries on the basis of equal and mutually beneficial cooperation.

Bringing the structure and content of military education in line with the standards, approaches and principles implemented in NATO member states and partner countries, as determined by the state leadership, is a key task.

Internationalization directions

1. Bilateral and multilateral cooperation with educational and scientific institutions, promotion of the international image of the University. Expansion of the geography of international relations, conclusion of bilateral and multilateral treaties, memorandums and agreements on cooperation, formation of mutually beneficial relations with foreign educational and scientific institutions in the field of national security and defense.

2. Internationalization of educational activities. Integration of the University into the international educational space through the internationalization of educational programs and courses of professional military education, certification of the University according to NATO standards, training of academic staff capable of teaching in foreign languages, improvement of the educational environment.

3. Internationalization of scientific activities. Increasing the number of international research projects, integration of researchers and academic staff into the global scientific space.

Goals and indicators of their achievement

Objective 1. Academic staff are able to carry out educational and scientific activities in foreign languages.

Indicators:

foreign language teaching hours will be increased for all academic disciplines (by 2024, at least 10%; from 2024, at least 20%);

proficiency in a foreign language at the CMP-2 (B2) level by academic staff (by 2024, at least 20%; by 2025, at least 40%; 2030, at least 60%);

launching mechanisms for verifying the level of foreign language proficiency of academic staff teaching in a foreign language (by holding “open classes”) and researchers (by holding presentations in the field of their own research), which are submitted to the Academic Council for the award of an academic title (from 2024);

developing proposals for rewarding academic staff for proficiency in a foreign language at a level that ensures teaching of specialized disciplines (at a level not lower than CMP-2 (B2)).

Objective 2. Systematic development of international cooperation.

Indicators:

bilateral and multilateral agreements, memorandums and agreements on cooperation with foreign educational and scientific institutions were signed (at least one annually **);

the share of academic staff of the University who have undergone training (advanced training, internships) in foreign military education institutions was increased (at least 10 people annually*);

expanded cooperation with foreign military educational institutions, including within the framework of the NATO DEEP program (at least one institution annually *);

concluded patronage agreements with institutions of NATO member states (by 2025);

participated in international, mass, and recreational sports events (at least one** annually).

Objective 3. International image of the University.

Indicators:

a complete set of the University's branding elements (logo, slogan, vision, mission, etc.) has been developed in foreign languages (by September 2023);

an extensive network of modern, proprietary promotional resources has been established (by 2024);

University popularization is achieved annually through participation in international events and official visits, in accordance with the international cooperation plan.

Objective 4. Educational programs have been improved in line with NATO standards.

Indicators:

programs of professional military education courses are developed with the participation of representatives of the Baltic Defense College, other components of the security and defense sector, foreign advisers and national experts (by June 2023);

faculty members (instructors) were prepared to deliver professional military education courses at the Baltic Defence College and other foreign educational institutions by June 2023, with further training to be conducted according to a separate plan*);

curricula of professional military education courses L-2, L-3, L-4, L-5 were updated (May 2023, May 2025);

curricula of professional military education courses were updated, self-assessment results were prepared, applications for certification of individual professional military education courses in NATO were submitted (December 2026).

* Subject to the end of the legal regime of martial law and stabilization of the military-political situation;

** In accordance with intergovernmental agreements (contracts).

Objective 5. Preparation of international students

Indicators:

training of military personnel of foreign countries under master's (PhD) degree programs and professional military education courses (by 2027**).

Objective 6. Educational and scientific environment.

Indicators:

increasing the share of foreign advisors (representatives of NATO member states), customers for the training of military specialists in conducting training sessions with students of military education and advanced training (annually by at least 5% **)

filling the Central Repository of Distance Learning Resources for the Armed Forces of Ukraine and the electronic library with distance learning courses, as well as educational, methodical, scientific, and informational publications from foreign partners (at least 5 per year);

international recognition of scientific research will be achieved through an increase in joint publications and projects with foreign partners, the implementation of research results in other countries, and the involvement of foreign scientists in the University's research teams (annually at least 5%).

Objective 7. The international dimension of scientific research.

Indicators:

increasing the number of publications made by academic staff working at the University at their main place of work in foreign periodicals (in the areas of national security and defense) to 5% per year (by 2027);

launching and implementing educational and scientific support of international scientific projects in the field of national security and defense (annually at least 3*).

* Subject to the termination of the legal regime of martial law and stabilization of the military-political situation;

** In accordance with interstate agreements (treaties).

STAGES OF THE STRATEGY IMPLEMENTATION

This Strategy will be implemented in three stages:

The first aspect is organizational in nature, encompassing amendments to the University's regulations, changes in its organizational structure, revisions to the structure and content of academic programs, planning for faculty training, and the development of the material and technical infrastructure (2023).

The second aspect, executive, involves the implementation of educational activities based on updated professional military education programs integrated into new master's degree curricula, instruction within bachelor's and doctoral programs, accreditation of new higher education offerings, and integration into the international educational and research landscape (2023-2026).

The third aspect – evaluation – entails gathering feedback from stakeholders regarding personnel and graduate training outcomes based on professional performance; validating the results of academic and scientific work; revising educational programs; participating in institutional audits of professional military education; conducting self-assessments and certifications of individual professional military education courses, as well as retraining and advanced training modules aligned with NATO standards (annually from 2023 to 2030).

AFTERWARDS

The implementation of the Strategy will make it possible to realize the vision of the University and ensure the fulfillment of its mission, ensure that the University supports the functioning of the security and defense sector in partnership with other government entities to create and use the advantage through educational, scientific and innovative activities, digitalization, internationalization, bringing the structure and content in line with the standards, approaches and principles implemented in NATO member countries.

Focusing on expanding intellectual boundaries is the highest priority of the University and we must be committed to providing the best higher professional military education for military personnel and employees of the Security and Defense Sector of Ukraine.

This Strategy is valid from the moment of its adoption and replaces all previous strategies of the University. It will be implemented through the implementation of relevant perspective and annual plans.

To ensure effective ongoing control over the status of the Strategy implementation and to make the necessary changes, the results of the implementation of the measures envisaged by the Strategy implementation plans will be reviewed annually during the annual results summarization.

The results of the Strategy implementation are the basis for summarizing the University's activities for the year and determining the tasks for the next period.

Evaluation of the effectiveness of the Strategy implementation will be carried out using national and international systems for assessing the quality of education and research, relevant standards and through its own multi-level system of indicators of the University's activities, the main of which are:

- stakeholder satisfaction regarding personnel education in national security and defense at the University;

- the University's share in solving priority scientific tasks (problems) in the field of security and defense, implementation of the obtained results in practical activities, including the degree of systematicity, completeness and quality of solving scientific tasks (problems); the achieved level of world innovation of solutions proposed and implemented; the achieved level of advancement (timeliness) in solving problems (tasks) of practical activity; the level of reduction of the duration of the cycle “analysis and identification of problems - research - implementation of the proposed recommendations and their effective implementation in practical activity”;

- the University's ranking among national and international educational and research institutions that train specialists in the field of security and defense, as well as in related domains—such as business organization fundamentals, management, change management, and risk management. This includes the level of recognition of the University’s academic and educational schools within the region and globally; involvement of leading University scholars and experts in the implementation of international projects in the field of security and defense; and the organization of the most authoritative forums, conferences, and seminars in the region and worldwide;

- the degree of development and implementation of the main educational and

scientific capabilities of the University, including educational and scientific potential, the achieved level of updating the material and technical base, focusing on ensuring a safe educational process and providing higher education students and academic staff with individual (personal) and collective electronic learning tools, decision support software products, open and closed information networks; the level of reduction in the duration of the cycle “research and obtaining new knowledge - publication of research results - implementation of the results obtained in the educational process and practical activities of training customers”;

the degree of economic efficiency of the University, including: the share of income growth of the University staff, obtained by increasing the efficiency of educational and scientific activities in accordance with the identified priorities; the degree of efficiency of the distribution of funds by expenditure items in accordance with the identified priorities of the University; the share of growth of expenses for ensuring the growth of the main educational and scientific capacities of the University; the level of energy efficiency of the University and the efficiency of other supporting subsystems (water supply, provision of material resources, technical means and security systems of the University facilities, etc.)