



# DEVELOPMENT STRATEGY

## OF THE MILITARY INSTITUTE

### OF TARAS SHEVCHENKO NATIONAL UNIVERSITY OF KYIV

Kyiv, 2025

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Approved by the Academic Council  
of the Military Institute of Taras  
Shevchenko National University of  
Kyiv

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# GENERAL

Development Strategy of the Military Institute of Taras Shevchenko National University of Kyiv (hereinafter – the Institute) outlines its strategic vision (mission, vision), principles, values, objectives, directions, and tasks aimed at developing military leaders.

The Strategy, along with the associated Operational Plan for its implementation, defines the future course of the Institute, setting priorities and focusing on institutional development and the formation of a new generation of military leaders.

The main priority for achieving the strategic goals is to build the Institute's capabilities based on knowledge, skills, values, experience, integrity, and training methods, taking into account the best practices of the world's leading countries.

## **The necessity for the establishment of the Institute Development Strategy is driven by:**

- the rapid dynamic of changes in forms, methods, and means of warfare;
- the increasing challenges and threats facing the military education system of military specialists amid the full-scale armed aggression of the Russian Federation against Ukraine;
- the outflow (departure) of potential students abroad;
- the need to enhance the Institute's competitiveness and the quality of military specialists' training;
- the requirement for the Institute's educational and professional programmes to meet NATO and EU standards;
- the rapid advancement of information technologies.

The Institute Development Strategy has been developed in alignment with the Development Strategy of Higher Education in Ukraine for 2021–2031 (approved by the order of the Cabinet of Ministers of Ukraine No. 286-r dated 23.02.2022), the Concept for the Transformation of the Military Education System (approved by Resolution of the Cabinet of Ministers of Ukraine No. 1490 dated 30.12.2022), the Military Education Management Strategy (approved by the Minister of Defence of Ukraine on 12.12.2023), and the Military-Political Guidelines on the formation and implementation of military policy within the Ministry of Defence of Ukraine for 2025, 2026, and the subsequent two years (approved by the order of the Ministry of Defence of Ukraine No. 224 (CUI) dated 02.12.2024).



# INSTITUTE MISSION AND PRINCIPLES

## MISSION OF MILITARY INSTITUTE OF TARAS SHEVCHENKO NATIONAL UNIVERSITY OF KYIV



Today, we are among the leaders in providing high-quality and relevant services in the field of military education. We create a modern and effective environment to facilitate the implementation of innovative educational projects aimed at training qualified and competitive professionals for both the domestic and global markets, meeting the needs of Ukraine's Security and Defense Sector.

### PRINCIPLES OF THE INSTITUTE ACTIVITIES:



**HONOR PRINCIPLE.** A set of values and beliefs related to dignity, honesty, integrity and respect for yourself and others. Diligent fulfillment of obligations, opposition to any form of discrimination, disgraceful acts, negative influence, and the ability to undertake responsibility for the outcomes of own activities by all participants of the educational process.



**INTELLIGENCE PRINCIPLE.** Continuous enhancement of the knowledge level to achieve personal and professional goals; lifelong learning, development of critical thinking, and the ability to seek new approaches to problem-solving. Understanding the role of intelligence in modern warfare.



**ACADEMIC INTEGRITY PRINCIPLE.** Zero tolerance for any form of deception, fraud, theft or other unethical behavior in educational, pedagogical, and scientific activities. Encouraging an open exchange of ideas and information to foster cooperation and creativity.



**LEADERSHIP PRINCIPLE.** The ability to inspire and influence others to achieve common goals effectively. Leadership encompasses skills in interaction, motivation, decision-making, management, and team guidance to accomplish assigned tasks.



**STRENGTH PRINCIPLE.** A principle that signifies endurance and perseverance in conditions of uncertainty, stress, and challenges. It is the ability to adapt to changes while maintaining psychological stability and continuing to work towards achieving goals, even in difficult and uncertain circumstances.



**OPENNESS AND TRANSPARENCY PRINCIPLE.** Readiness for cooperation with stakeholders and other interested parties, accountability, and the provision of open access to information related to educational and daily activities.



**HUMAN-CENTRIC PRINCIPLE.** An element of academic culture aimed at ensuring the comprehensive development of participants in the educational process, considering their individual characteristics, abilities, interests, needs, and opportunities.



**INTERNATIONALIZATION PRINCIPLE.** Integration into the international military education and science system, further implementation of the European system of education and science, and the adoption of quality management systems in higher education.



# INSTITUTE VISION AND VALUES

## INSTITUTE VISION

First among equals. The Institute holds a leading position among Ukraine's military higher education institutions and serves as a premier center of competence, delivering high-quality professional military education and research. It implements advanced approaches to education quality management and forms a new generation of military leaders. We train highly professional, motivated, and responsible officers capable of making well-reasoned decisions, operating effectively in the face of modern security challenges, and ensuring the resilience and development of the Armed Forces of Ukraine.

## INSTITUTE VALUE SYSTEM:



**LEADERSHIP** is the ability to inspire and guide others, readiness to sacrifice time, energy, and even one's life to defending the homeland for the sake of Victory and national revival.



**HONOR** is the commitment to justice, mutual respect, and trust among all participants in the educational process, regardless of age, gender, or status.



**INTELLIGENCE** is a systematic fundamental education and readiness for professional growth.



**STRENGTH** is a team spirit, resilience, physical endurance, psychological well-being and common goals.



**COURAGE** is the ability to succeed by overcoming difficulties with hard work and self-improvement.



# GOALS, OBJECTIVES, AND IMPLEMENTATION TIMELINES OF THE STRATEGY

**The goal of the Institute Development Strategy is to enhance the quality of education, improve the efficiency of its operations, and increase its competitiveness, specifically:**

- the Institute is creating **modern intellectual environment** that fosters the development of the Armed Forces of Ukraine elite, mastering unique military specialties;
- the Institute has a **strong intellectual potential** consisting of highly professional, creative, and continuously developing scientific and pedagogical staff, with experience in performing tasks during the repulsion of Russia's full-scale armed aggression against Ukraine;
- the Institute ensures **high-quality education** that meets the standards of the European educational space and NATO member countries;
- The Institute ensures the **individualization, interactivity, and continuity of the educational process** through the use of advanced information technologies.
- The Institute has **safe and modern infrastructure**, which is a free, educational, international, youth space (hub), including for people with special needs and abilities; a community that you want to join;
- The Institute is a source of **forming a new style of military leadership and accumulating leadership potential**, developing creativity and critical thinking, acquiring multilingualism by participants of the educational process;
- The Institute is **integrated into the European and world educational and scientific space**;
- The Institute is **a center of psychologically stable, physically developed, active and motivated people**;
- The Institute has **an established corporate ethics and legal culture** based on values, traditions and freedoms and meets European standards of academic integrity;
- The Institute generates **required research results** in the security and defence sector of Ukraine.

## THE FOLLOWING RESULTS ARE EXPECTED TO BE ACCOMPLISHED IN ORDER TO ACHIEVE THE GOAL:

- the conceptual foundations of leadership in the Armed Forces of Ukraine were implemented and introduced into the Institute's educational activities;
- the Institute has an effective quality management system for higher and professional military education;
- enhanced educational environment of the Institute;
- the Institute has implemented an effective policy of internationalization of higher and professional military education.

**The Institute's development strategy defines the directions of its development until 2030. It is subject to an annual internal audit in accordance with the effective legislation in the field of higher education, taking into account existing challenges and threats, as well as the current state and military specialists training needs.**



**OPERATIONAL PLAN  
for the implementation of the Military Institute  
Development Strategy of  
Taras Shevchenko National University of Kyiv**



## Strategic objective 1.

### Development of Military Leadership

**Military Leadership Development** is a set of organizational and educational activities that contribute to the formation and development of professional and personal competencies of students as a new generation of military leaders in Ukraine, taking into account the unique military experience gained.

Operational Objectives	Implementation directions	Operational tasks	Expected outcome	Implementation period
1.1 Implementation of the conceptual foundations of military leadership in the Armed Forces of Ukraine in educational activities	Ensuring the formation and development of professional and personal competencies of a military leader in the course of teaching all academic disciplines; Implementation and development of a leadership qualities assessment system (upon admission, during study, and before graduation); Implementation and development of a mentoring system	1.1.1 Revision and adjustment of educational and professional programmes, curricula of academic disciplines in terms of ensuring the formation and development of competencies of a military leader 1.1.2 Implementation of military leadership disciplines in the educational process in professional military education courses, improvement of curricula and teaching materials 1.1.3 Improvement of the Requirements of Admission to the Military Institute 1.1.4 Implementation of monitoring of the assessment of leadership competencies (capabilities) of students and permanent staff	Graduates of the Institute meet the model of requirements for a military leader in accordance with the Military Leadership Doctrine in the Armed Forces of Ukraine Graduates of the Institute recognize themselves as military leaders capable of forming teams and acting in a team Leadership qualities assessment system is in place and functioning	Permanently 2025-2028 till 2026.
1.2 Formation of a new generation of military leaders based on the unique military experience gained, NATO standards and general trends in the development of military leadership at the national and international levels	Study and implementation of the military experience gained (including combat and service) since the beginning of Russia's full-scale armed aggression against Ukraine; formation of dynamic military leaders community	1.2.1 Update of the curricula of academic disciplines, teaching and learning materials based on the acquired (gained) modern experience 1.2.2 Staffing permanent positions with officers-leaders who have gained unique military experience and are able to pass on theoretical knowledge and practical experience to students 1.2.3 Implementation of NATO standards in the educational process 1.2.4 Introduction of military mentoring	Educational services meet modern challenges and threats 100% of the permanent staff have unique military experience Interoperability with NATO member states in the field of military education is achieved Effective transfer of experience from a mentor to a student with further updating is carried out	Permanently Permanently Permanently till 2026.



## Strategic objective 2.

### Effective functioning of the education quality assurance system

**The Education and Training Quality Assurance System** is a set of conditions, procedures and measures at the Military Institute that ensure the effectiveness of educational and management processes that directly influence the quality of learning outcomes of students, ensure the formation of key competencies, and contribute to the comprehensive development of their personality

Operational Objectives	Implementation directions	Operational tasks	Expected outcome	Implementation period
2.1 Educational programmes accreditation by the National Agency for Quality Assurance of Higher Education	Improvement of the educational programmes content; demand for programme learning outcomes; strengthening theory through experience (practice); professional development of faculty members; ensuring academic integrity	2.1.1 Development of new and periodic updating of existing educational programmes with the involvement of stakeholders (customer, guarantor, faculty members, students), taking into account trends and tendencies in the specialty development	100% of educational programmes are accredited	till 2030.
		2.1.2 Systematic involvement of successful practitioners (both military and civilian) and representatives of customers in the directions of training	Students are provided with relevant knowledge and practical skills that meet modern requirements	Permanently
		2.1.3 Systematic participation of faculty members in advanced training courses and military internships	100% of faculty members have up-to-date knowledge and skills	Permanently
2.2 Mutual compatibility of professional military education courses with defined courses in NATO member states	Compliance of PME courses curricula with NATO standards; competence and qualifications of the faculty members and instructors meet NATO standards	2.2.1 Implementation of the requirements of the Joint Directive of NATO Strategic Commands Bi-SCD 075-007 in the educational activities of the Institute	PME courses meet NATO standards, are certified and included in the NATO Education and Training Capabilities Catalogue	till 2027.
		2.2.2 Ensuring conditions for certification (accreditation) of PME courses in accordance with the standards of NATO member states		till 2030.
		2.2.3 Completion of the course "Faculty Members Development (based on NATO best practices and NATO Strategic Command Joint Directive Bi-SCD 075-007)" and the course "Master Instructor Programme" by faculty members (instructors)	100% of the faculty members (instructors) meet NATO standards and are certified by the NATO DEEP Programme	till 2028.



Operational Objectives	Implementation directions	Operational tasks	Expected outcome	Implementation period
2.3 Implementation of educational quality management tools	Creation of effective system for collecting, analyzing, and using data on the quality of education; implementation of internal audit mechanisms for the quality of education; adaptation of education quality management mechanisms to dynamic changes in the military sphere	2.3.1 Creation of a unified system of collection and analysis of educational data: assessment, teaching materials, reporting  2.3.2 Systematic analysis of the causes of academic failure and development of mechanisms for its elimination  2.3.3 Implementation of modern effective evaluation methods. Improving the mechanisms of certification of students  2.3.4 Introduction of principles, procedures and criteria for selection and rotation of faculty members (instructors) with the definition of minimum requirements for their competence, education and training	The system of monitoring the quality of higher education is effective  100% of students acquire certain competencies and are evaluated at least «satisfactorily»  The evaluation system is transparent, effective and fair  100% of the faculty members (instructors) are motivated, trained, have the necessary competencies and experience	till 2027.  Permanent  till 2027.  till 2027.



## Strategic objective 3.

### Development of the educational environment

**Educational environment** is a set of regulatory, organizational, cultural, social, material and technical conditions that ensure the functioning, development and effective interaction of all subjects of the educational process

Operational objectives	Directions of implementation	Operational tasks	Expected result	Implementation period
3.1 Improving the management and administration system	Optimization of the number of permanent staff; restructuring of divisions; improvement of personnel management	3.1.1 Justification and adjustment of the Institute staff to the number that will ensure the implementation of functions and fulfillment of assigned tasks	Functions and tasks are effectively implemented. Budget overspending was prevented	Annual
		3.1.2 Introduction of the Professional Military Education Center to the staff of the Institute	Effective training in PME is carried out	till 2027.
		3.1.3 Implementation of the involvement system in education at the Institute	Increased competition for admission. The Institute brand is recognizable. The educational services provided by the Institute are in demand in Ukraine and abroad	till 2027.
		3.1.4 Introduction of a group for the development and support of distance learning into the Institute staff	Increased accessibility of educational services and improved quality of training for students	till 2027.
		3.1.5 Introduction of a division for studying and implementing experience into the Institute staff	Educational programs (academic disciplines) are filled with relevant combat experience in the areas of training	till 2027.
		3.1.6 Transformation of the Institute scientific activities system	The Research and Development Center directions of research correspond to the students training areas.  The results of the research conducted by the Research and Development Center are in demand in the educational process and in the armed forces	till 2027.
		3.1.7 Implementation of modern methods of personnel management	The personnel management system is functioning effectively	till 2027.



Operational objectives	Directions of implementation	Operational tasks	Expected result	Implementation period
3.2 Improvement of the training materiel	Ensuring the autonomy of the educational process; ensuring safe conditions for students and permanent staff	3.2.1 Military training ground equipment	The efficiency and quality of training sessions during the basic recruit training (basic military training) and professional military education courses were improved	2025-2026.
		3.2.2 Procurement of equipment for autonomous training sessions	Each training group is provided with equipment for autonomous training sessions in conditions of dispersion and limited power supply.	2025-2026.
		3.2.3 Equipment of locations outside the homestations for dispersion of personnel with places for training and shelters	The safety of students and the educational process continuity are ensured	2025.
		3.2.4 Equipment of modern classrooms	Classrooms meet modern trends in education in the direction of training	till 2027.
3.3 Enhancement of social activities and psychological support	Ensuring rights and social guarantees; improvement of psychological and moral support	3.3.1 Improvement of social and living conditions of students	Social and living conditions of students contribute to their development	Permanent
		3.3.2 Development of psychological support for staff and students system	The Institute graduates are mentally stable and ready to execute their assigned tasks.	Permanent
		3.3.3 Establishment of an alumni community and a system of effective feedback from the institute staff, support of graduates during their military careers	Mutual support is provided between alumni and institute staff, and experience exchange	
		3.3.4 Corporate culture introduction and sharing military traditions	100% of graduates are proud of their educational institution and are in demand in the armed forces as specialists in their field, popularize the brand of the military Institute in Ukraine and abroad	Permanent
3.4 Development of an inclusive environment and implementation of gender integration	Implementation of human rights and freedoms based on democratic values; gender equality is ensured	3.4.1 Creation of conditions for barrier-free access to opportunities and resources for all members of the Institute, regardless of their identity	The rights and freedoms of personnel, regardless of their identity, are effectively exercised	till 2027.
		3.4.2 Establishment of gender competence among all the Institute members	Personnel potential efficiency application is increased	Permanent
		3.4.3 Implementation of gender equality principle in the activities of the Institute	100% of the Institute members have equal rights, opportunities, duties and responsibilities regardless of gender	Permanent



## Strategic objective 4.

### Educational activities internationalization

**Internationalization of educational activities** is the process of integration of all aspects of the educational, scientific and organizational development of the Institute into the international educational community, aimed at improving the quality of training of military specialists in accordance with modern international standards.

Operational Objectives	Implementation directions	Operational tasks	Expected result	Implementation period
4.1 International cooperation expansion	Cooperation with military educational institutions of NATO and EU countries; educational programmes adaptation; NATO DEEP Programme cooperation	4.1.1 Establishment of strategic partnership with military educational institutions of NATO and EU nations	Signed memoranda of cooperation with military educational institutions of NATO and EU nations	till 2026.
		4.1.2 Completion of courses with the support of the NATO DEEP Programme	Acquisition of new knowledge and skills by the permanent staff and students of the Institute	Permanently
		4.1.3 Development and accreditation of courses aimed at improvement of military education	The Institute provides educational services certified by the NATO DEEP Programme	till 2027.
		4.1.4 Accession of the Institute to the European Security and Defence College network (ESDC network)	The Institute is included in the ESDC network	till 2026.
		4.1.5 Development of educational programmes (courses) in the directions of "Defence and Security" and "Management and Control" for the ESDC network	The Institute participates in providing training and education at the EU level in the ESDC network	till 2027.



Operational Objectives	Implementation directions	Operational tasks	Expected result	Implementation period
4.2 Development of academic mobility	Improvement of foreign language proficiency level; experience exchange	4.2.1 Expansion of opportunities for students and faculty members for studying foreign languages	Institute graduates and 100% of the faculty members are proficient in foreign languages at a level not lower than SLP-2 (STANAG 6001)	till 2030.
		4.2.2 Translation of academic disciplines into English	100% of the Institute's faculty members are capable of conducting classes in English across all educational programmes for students of NATO and EU nations	till 2030.
		4.2.3 Implementation of exchange programmes for students, faculty members and researchers with military educational institutions of NATO and EU nations	An international academic mobility program is implemented. Annually, students of the Institute are assigned for training in NATO and EU nations.	till 2027.
		4.2.4 Involvement of the Institute personnel in international exercises, trainings, staff courses and internships	The Institute provides training for students from NATO and EU nations	
		4.2.5 Involvement of foreign military experts in lectures, seminars and trainings	Institute personnel are gaining practical experience based on the best practices of NATO and EU nations	Permanently
4.3 Development of international scientific cooperation	International research projects; international research publications	4.3.1 Establishment of cooperation with research institutions of NATO and EU nations in the research directions of the R&D center	The R&D Center participates in international scientific conferences, seminars, projects, grant programs and joint research	till 2026.
		4.3.2 Establishment of bilateral research initiatives in the field of military science and education	Research outcomes are in demand in the Armed Forces of Ukraine and the armies of NATO and EU nations	till 2026.
		4.3.3 Activities execution to include the collection of scientific papers of the Institute in international scientometric databases (Scopus, WoS, etc.)	The collection of scientific papers of the Institute is included in international scientometric databases (Scopus, WoS, etc.)	till 2030.



## Strategic objective 5.

### Digitalization of the educational process

**Digitalization of the educational process** is the implementation of modern digital technologies in all aspects of educational, research and management activities in order to improve the efficiency of the educational process, ensure flexibility of learning and ensure the quality of education.

Operational Objectives	Implementation directions	Operational tasks	Expected outcome	Implementation period
5.1 Automation of administrative (management) processes	Improvement of the document management system; Administration of the educational process; improvement of the assessment system	5.1.1 Implementation of an electronic document management system at the level of structural divisions	Reduction of document management and administrative burden on staff	till 2026.
		5.1.2 Optimization of classes scheduling and attendance control	Planning of classes is improved and the effectiveness of monitoring of students' attendance at classes is increased. The number of personnel involved in these processes is reduced.	till 2027.
		5.1.3 Implementation of electronic record books, gradebooks, digital ratings and an automated assessment system	The assessment system is transparent, efficient and fair	till 2027.
5.2 Development of distance learning system	Providing educational services in an online format	5.2.1 Integration of the Institute into a single distance learning platform	The Institute has implemented and effectively operates a distance learning platform	till 2026.
		5.2.2 Development of distance learning courses	The distance learning platform is filled with courses (disciplines) in all academic programmes	till 2027.
		5.2.3 Implementation of modern methods of distance learning	Distance learning platforms are widely used in the educational process	Permanently
		5.2.4 Creation and updating of a digital archive (online library, repository) of educational materials, methodological recommendations, courses, guidelines, publications, etc.	100% of faculty members and students have access to the digital archive and use it in their educational activities and for self-development	till 2027.



<b>Operational Objectives</b>	<b>Implementation directions</b>	<b>Operational tasks</b>	<b>Expected outcome</b>	<b>Implementation period</b>
5.3 Digital competence development and cybersecurity	Acquisition of digital literacy; information protection;	5.3.1 Development of certified courses of distance learning technologies, online teaching	100% of faculty members are certified specialists in the use of distance learning technologies and online teaching	till 2029.
		5.3.2 Establishment of a technical support service for users of the Institute distance learning platform	Continuous and sustainable functioning of the single distance learning platform is ensured	till 2026.
	ensuring technical support	5.3.3 Establishment of a system of personal data protection and secure access to training materials	Personal data and training materials are protected	till 2026.



## IMPLEMENTATION OF THE INSTITUTE DEVELOPMENT STRATEGY

The Institute development strategy is implemented through the execution of the Operational plan for the implementation of the Institute development strategy, which takes into account the strategic objectives and development directions. The Operational plan is regularly reviewed and provides the basis for short- and medium-term planning of the Institute activities.

The practical implementation of the Operational Plan is guided and coordinated by the Deputy Commandants of the Institute according to their direction of activity.

Commandant of the Military Institute of  
Taras Shevchenko National University of Kyiv

Colonel

Oleksii SIROSHAN



## FOR NOTATION



## FOR NOTATION



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