

**NATIONAL DEFENCE UNIVERSITY OF UKRAINE
NAMED AFTER IVAN CHERNIAKHOVSKYI**



**NATIONAL DEFENCE UNIVERSITY STRATEGY
2020 – 2025**

Kyiv- 2020

FOREWORD

Changes of environment both across the globe and in Ukraine reflect the subsequent penetration and integration of military and non-military technologies in the processes of prevention, deterrence and resolution of military-related crisis situations and military conflicts.

Given the shift towards the so-called “strategy of limited actions”, hybrid means for conflict resolution, and the increasing role of nations (alliances), national resilience dictates the need for a total change in national security and defence system functionality, along with appropriate changes in training of relevant personnel, especially to enhance inter-agency cooperation mechanisms.

The majority of global actors build their own defence capabilities based on the newest weapons, military equipment and a substantial commitment to command and control staff, systems, and forces as the basis of the state's ability for defence.

At the same time, the basis of the state's defence capability cannot be effectively created and developed without both: the strategic vision and the use of leadership potential of military and political leaders of the Security and Defence Sector agencies at all levels.

Ultimately intelligence and innovation, not weapons, will solve global problems, and overcome the threats and challenges we will face in future.

In this context the education and training of future military leaders is the most important factor of ensuring the independence and territorial integrity of the state: continuous, professionally-oriented, life-long education; the selection of the best, most talented and motivated servicemen and civilians from the Security and Defence Sector of our country.

From this point of view, the strategic goal of the university is to ensure the high level of military education that facilitates an effective realization of both state political and military leadership decisions.

Considering the combination of such factors as the dynamic and unpredictable strategic environment and our internal assessment, we will enhance our potential and continue to develop the University, using its experience and unique intellectual capabilities to increase military and civilian cooperation, thereby implementing new ideas and approaches to the organization’s educational process.

The objective of this strategy is:

to outline the security environment the University operates within (accomplish the principal tasks) and to specify the requirements for its personnel;

to foresee the possible and the most dangerous scenarios in the future and define the mission (main goal) of the University and its operating principles;

to determine the main values, principles and tasks in order to accomplish the mission of the University.

VISION

The National Defence University of Ukraine named after Ivan Cherniakhovskiy is a leading national institution of higher education in the security and defence sphere. The University develops the human capital in the Security and Defence Sector of Ukraine, primarily for the Ministry of Defence and the Armed Forces of Ukraine, applying the best national and world practices and standards compatible with partner countries' educational programmes.

The University should become a hub (centre) of strategic thinking in the field of national security and defence, a regional leader in providing relevant educational and scientific services as well as be a competitive innovative educational and scientific institution at the world market of services and in the international security and defence sphere.

MISSION

To meet the demand for leaders with a broad intellectual horizon for the Security and Defence Sector of Ukraine, primarily the Ministry of Defence and the Armed Forces of Ukraine, by providing high-quality educational services, developing high-quality scientific and scientific-analytical products based on the results of fundamental and applied research in the national security and defence sphere.

THE FUTURE SECURITY ENVIRONMENT AND INTERNAL CHALLENGES

In the context of the constantly changing security environment and the continuing armed aggression of the Russian Federation against Ukraine, the University should respond promptly and flexibly to changes of the world and national “agendas”.

At the same time, the University assumes that the formation and development of the world security environment is influenced by the following major tendencies:

- shifting the weight in military conflicts to asymmetrical use of military force by illegal armed formations, altering the emphasis in conducting military conflicts to the integrated use of military and non-military tools (economic, political, informational, psychological, etc.), that fundamentally changes the nature of the warfare;

- violating the rules and principles of international law enshrined in the UN Charter, the Final Act of the Conference on Security and Co-operation in Europe from 1975, and other international treaties;

- weakening the legislative restrictions on the use of military force by states outside their own territory;

- deepening global crisis and uncertainty of the new international security system framework; the weakening of the role of international security institutions, attempts to enhance the role of military force beyond the existing international security mechanisms;

- expanding terrorism, piracy, and other phenomena related to the use of armed violence;

growing threat of global climate changes, decline in natural resources, scarcity of drinking water and food, intensification of migration processes, and growing risks of large-scale natural and man-made emergencies.

In the mid-term, the following insecurities and threats will remain the most significant for Ukraine:

new acts of armed aggression, hybrid and other hostile actions of the Russian Federation carried out to exhaust the Ukrainian economy and undermine the country's socio-political stability with the ultimate goal of imposing full-scope control over Ukraine by the Russian Federation, in particular by the use of military force;

expansion of military formations by the Russian Federation near the state border of Ukraine and in the temporarily occupied territory of Ukraine, including the deployment of tactical nuclear weapons on the Crimean Peninsula;

possible use of the Ukraine territory as a war area in event of a military conflict between the NATO member-states and the Russian Federation.

In order to respond adequately to the abovementioned changes, it is also necessary to take into account internal challenges both in Ukraine and at the University.

Nowadays, the University is an association of institutes, centres and units that were created on the basis of the post-Soviet model of military education practicing different syllabuses for conducting specific tasks, focused on the "tunnel" type of military professional career development. The institutes, centres and units have their own chain of command and their interaction with each other is not effective enough.

As a consequence, the University, having considerable educational and scientific potential, cannot fully realize it under the current conditions.

At present, the University provides training in Bachelor's, Master's, PhD and Doctor of Science degrees in 5 fields of knowledge, 7 specialties and more than 40 specializations; conducts professional training development for all categories of servicemen and civilian personnel of the Security and Defence Sector of Ukraine at more than 70 courses.

However, insufficient attention is paid to enhancing the coherence and flexibility of educational syllabuses, introduction of modern teaching methods and technologies, the search for effective models of educational process organization at the University in accordance with the requirements of the Ukrainian legislation on education as well as the best international practices.

The syllabuses at all levels are adapted to the requirements of national education legislation, but do not fully comply with the current NATO member states' educational process models, standards, and procedures.

The inertia in introducing new training opportunities, research schools and research required by the defence reform and the current security situation in the world is indicated.

There is a considerable imbalance in the training activity burden of the various University's departments and academic staff.

The most serious problems are the ineffective use of the University faculty and academic staff as well as available financial resources and facilities.

The most influential challenges are the following:

educational and defence reforms at their decisive stages;

new requirements for conducting operations in today's security environment, especially in the information age;

increasing importance of the level of interagency interaction and international cooperation (operations);

declaring and implementing EU and NATO membership measures;

changes in customers' requirements for future leader training, including their acquisition of new competencies and management technologies in the national security and defence sphere, implementing new approaches to career management of leaders and reducing obsolete training;

rapid expansion of postgraduate and professional education, reflecting new opportunities of the digital era and the expectations of the next generation;

raising the level of requirements of the Ministry of Defence of Ukraine and the General Staff of the Armed Forces of Ukraine leadership on implementing the best practices and approaches to education adopted by the NATO member-states;

increasing requirements for effective use of available resources, above all human capital, and improving the quality of professional military education.

OBJECTIVES, CORE VALUES, AND GUIDING RINCIPLES OF THE UNIVERSITY'S ACTIVITIES

Guided by the University's vision and mission, and taking into account the security environment changes and challenges, the University will reach a level by 2025 in which it will be:

The customers' choice (agencies of the Security and Defence Sector of Ukraine and other relevant institutions) for providing education and training in the national security and defence sphere, above all higher professional military education and higher education of civil servants.

Recognised as one that develops higher education students' skills in self-education, fostering their intellectual outlook and capabilities.

Recognised as a global and regional leader in the fields of national security and defence, military strategy and defence planning, and within the higher professional military educational sphere.

Recognised as an institution providing quality joint education in the national security and defence sphere to governmental and non-governmental organizations.

Recognised for interdepartmental cooperation, thanks to a holistic and comprehensive approach to security and defence and credible positions in the Security and Defence Sector of Ukraine.

Recognized for its international activity and reputation.

The University's core values in the new model of functioning are:

Leadership-Dedication to Duty – to grow leaders ready to influence people's behaviour due to their own personal human qualities, character and professional training, confidently managing military formations in a wide variety of circumstances and, at the same time, ready to carry out military and public service tasks at positions requiring high levels of leadership and professional skill.

Courage – to encourage and support individuals who gravitate to question common ideas and wisdom, challenge everything that impairs performance (processes, systems, organizations), and focus on aspects (issues) that need to be considered, while boldly taking risks and making non-standard decisions.

Communication (collaboration) – to liaise between the authority, faculty and teaching staff, and higher education applicants. Involve all interested parties in problem solving, listen and respond to their feedback and suggestions.

Diversity – to respect and welcome diversity. Be respectful of any suggestions and decisions expressed even in an unusual form, while valuing both emotional intelligence and systematic knowledge.

Responsibility – to foster and promote accuracy, responsibility, punctuality, honesty, justice, a willingness to take responsibility for the consequences of one's own actions, and adherence to principles.

Professionalism – to encourage the desire for a personal pursuit of high (professional) mastery of the military profession.

Spirituality – to develop character within leaders who possess a clear vision of their own military and professional goals and objectives, for the country's defence means and methods in order to meet Ukraine's security requirements. The University must impart values within leaders to serve the people of Ukraine with devotion and commitment, as they lead and care for their subordinates.

Innovation – to apply creatively scientific approaches, new knowledge and new development results at every level, from daily activities to the most important suggestions for improvement. To foster a culture of command to achieve the ultimate goal (mission command) that enhances the capabilities of the University faculty and staff and promotes enhancement of the educational process.

Scope of engagement – to respect and welcome diversity; to appreciate both emotional intelligence and knowledge.

Striving for perfection – understanding the importance of critical thinking, discipline and responsibility, leaders and students will strive to implement command and control progressive concepts, to enhance the academic staff and graduates' professionalism.

Intellectual leadership – aim to achieve intellectual leadership, which requires understanding of the environment by the University's graduates. To become experts, to demonstrate intellectual interest, to hold professional debates (discussions) at the University in order to become a "brainstorming leader" in the national security and defence sphere. To use the University capabilities and opportunities as an intellectual discussion forum at maximum, rather than simply a huge classroom.

Problem-solving ability. Customers and employers consider the students and faculty as highly professional. Students solve problems swiftly and effectively in everyday activities. Develop problem-solving skills, such as creativity, the ability to research, risk management, teamwork, and conflict management.

Faculty and staff professional development – the faculty and staff grow their experience and professional potential to foster the development of higher professional military education systems at the University by employing systems analysis of all aspects of educational processes and using faculty and staff capabilities to design and

develop new approaches. This will guarantee and ensure high quality training and education results for the faculty and staff, university students and employers.

International cooperation – to contribute to military cooperation development with other countries to improve all aspects of the educational process at the University. First of all, the University will implement NATO's progressive educational models and standards to deepen the practice of training applicants for higher military education from allied and partner countries. Additionally the University will organise its training of personnel abroad.

Cost reduction – maximum cost-effectiveness and efficiency will underpin all University activities. Cost reduction will be implemented through constant monitoring of all the activities to reduce unnecessary and ineffective measures, structures, processes and costs of excessive needs.

Mission accomplishment is ensured by following the principles:

- humanism, democracy, primacy of universal human spiritual values;
- use the experience of Counter-Terrorism and Joint Forces Operations and NATO standards in the educational process;
- creation of the necessary conditions for implementing abilities and talents of participants of the educational process;
- independence of the University functioning from influence of political parties, non-governmental and religious organizations;
- constant improvement of the learning content, orientation towards the newest technologies and teaching methods, maximum use of distance education technologies and advanced information-analytical systems;
- timely adjustment of educational process in case of military and political situation changes;
- adherence to academic integrity and insurance of customers' confidence in quality of the University's higher education;
- compatibility of curricula with international specifications and standards of higher education;
- continuity of the process of education & training and research;
- integration of educational and scientific approaches for innovative development of the University activities;
- unity and continuity in learning from tactical to operational and strategic levels of training;
- systemic and systematic monitoring of quality of the higher education delivered by the University;
- orientation of international cooperation in the higher military education sphere towards the implementation of Ukraine's strategic course to European integration and Euro-Atlantic partnership;
- financial autonomy regarding the necessary manpower of faculty and staff and their salaries;
- rational approach to the University's activity to get the best value for money;
- transparency and integrity.

To promote its core values the University will:

recognize the personnel as the most important asset and guarantee that being a part of the staff is a positive experience which many talented people in the defence sector seek; promote diversity, personal as well as professional development;

be more oriented for the needs of the Security and Defence Sector of Ukraine components, and first of all the Armed Forces of Ukraine;

be fast to meet and implement changes, be an organization which is constantly developing, thus contributing to retention of personnel of the Armed Forces of Ukraine and recruitment;

work as a united structure focused on implementing the mission and vision common to all structural units;

provide higher education for civilian personnel of the Security and Defence Sector of Ukraine, its affiliated institutions and the broader public sector;

participate in the development and implementation of the Ministry of Defence of Ukraine educational policy;

enhance cooperation with the Armed Forces of Ukraine structural components and other agencies of the Security and Defence Sector of Ukraine to ensure that education is not separated from the "front line";

broaden cooperation with industry and scholars to promote innovations;

apply modern methods of education, in particularly to:

introduce a competency, personality-oriented approach to form and implement educational programmes;

implement active learning approaches in the educational process;

facilitate the practical component of the educational process;

implement dual and distance learning.

The University is on the edge of two radical reforms in Ukraine – defence and education.

The future of the Ukrainian people, the preservation of their values, the sovereignty and territorial integrity of Ukraine depend on the quality of reform implementation and results.

Both reforms are grounded in people, which include those requiring protection as well as the Soldier who defends. The Soldiers, Sailors and Airmen are the source of human capital for the Armed Forces of Ukraine as well as other Security and Defence Sectors of Ukraine.

The fulfilment of the tasks assigned to the defence and security forces of our country is impossible without a clear understanding of the answer to three questions – “WHO?”, “HOW?”, and “BY WHAT MEANS?”.

Therefore, the realization of the University's mission involves finding answers for the questions “WHO?”, “HOW?”, and “BY WHAT MEANS?”.

Nowadays, the role of an officer-leader has grown to a decisive level. Modernity requires from operational and strategic leaders the skills, which, until recently, were not considered an important part of the leader’s personality, namely:

understanding of the security environment and the mechanisms for applying all national security instruments;

ability to predict the operational and strategic environment and to act in uncertain and unpredictable conditions, while making and implementing strategic decisions;

ability to identify needs for changes and to lead the process of their implementation;

ability to manage subordinates through the concept of “intent”, and employ trust and motivation to reasonably delegate authority and power;

ability to keep ethical standards when addressing critical issues that pose significant risks to life, reputation and resources;

ability to think critically/strategically in all situations and cooperate constructively to apply the principles of joint (inter-service, interagency) operations at all levels of military art.

Therefore, training officers-leaders with a broad intellectual horizon at the University requires implementing of new approaches to the organization of the educational process:

intellectual leadership, creation of a favourable educational environment;
development of faculty and staff;

implementing a competent, character-oriented and student-centric approach in the development and delivery of educational programmes.

TASKS AND WAYS OF ACCOMPLISHMENT

In order to achieve the goals according to the defined values and principles, the University will:

study and meet the needs of the Security and Defence Sector, and, first of all, the Ministry of Defence of Ukraine and the Armed Forces of Ukraine, for the military specialists and civil servants training;

look for creative solutions to provide justified recommendations for military-political decisions and options for the use of defence forces;

timely respond and adapt the educational process in case of sudden changes in the political and military environment;

implement the advanced education techniques that deliver the best outcomes;

maintain and improve the University's reputation as a premier institution in delivering the professional education in the national security and defence sphere;

exploit and support Ukraine's ability to act in the world through a system of partnerships;

have an internal system to ensure the quality of academic activity and the quality of higher education;

follow the higher education standards and fulfil contract obligations;

create the appropriate conditions for conducting educational, scientific and other activities.

Taking into consideration the probability of full-scale armed aggression of the Russian Federation against Ukraine or the inspiration of the armed conflict at the state border of Ukraine (within the state), the University considers its mission – serving the Motherland protection, training of leaders capable to command military formations successfully, civil servants capable to fulfil various tasks in the security and defence

sphere, military training of reserve officers, training, retraining and advanced professional development of foreign servicemen.

The University must ensure the purposefulness of curricula. It should be accessible to rapid adjustments, accounting for the changes in the strategic environment to meet customers' requirements.

To accomplish its missions, the University fulfils the following main tasks:

to conduct educational activities that provide military specialists training of an appropriate degree of higher education while constantly looking for ways to improve the educational process;

to make timely recommendations for changes to the University's organizational structure, the total number of personnel, requests to the supplying bodies (structural units) of the Ministry of Defence of Ukraine and the General Staff of the Armed Forces of Ukraine for obtaining weapons, military equipment, fuel and lubricants, military-technical materials for achieving the best collective and individual outcomes;

to take measures to achieve a real financial autonomy that should be directed to support a competitive level of payment and continuous professional development of faculty and staff;

to implement scientific, technical and innovative activity by carrying out scientific research and promoting creative activity of educational process for participants;

to ensure the compliance with the principles of academic integrity and direct efforts to ensure the confidence of the state's leadership, the Ministry of Defence of Ukraine, foreign experts in the quality of higher education delivered by the University;

to develop and improve the University's educational facilities and research base, and to improve utilization of the University's real estate and infrastructure;

to improve military-patriotic, legal, environmental education, affirmation of leadership and moral values, social activity, civic position and responsibility, healthy lifestyle, ability to think freely and be self-organized in modern conditions;

to implement Euro-Atlantic principles and approaches to assess the service of the University's military personnel;

to meet the state' requirements for military specialists training, requirements in accordance with international agreements on foreign military specialists training, and to provide postgraduate training for officers (commanding staff);

to deliver retraining and advanced professional development training of military specialists, civil servants on the national military security and defence, reserve officers' military training of Ukrainian citizens, and training, retraining and advanced professional development training of foreign citizens.

The core implementation tasks include:

implementing advanced academic development, ensuring knowledge availability, and incorporating knowledge within the state defence forces' training and employment.

The University will continually analyse changes in the national security and defence sphere and review new phenomena, experiences, concepts, and technologies to develop relevant theories to provide reasonable recommendations to leadership for making rational decisions in the security and defence areas.

For this purpose, there will be ongoing interaction on the security and defence issues with the world's best security and defence research and education centres. Relevant NATO structures will receive priority at that point.

Delivering and ensuring the University's training results and education. The University will execute educational activity in accordance with the requirements of national legislation on education, taking into account the requirement for licensing conditions for educational services.

An accreditation of new higher education degree programmes such as Bachelor's, Master's, PhD and Doctor of Science programmes will be conducted.

The development and implementation of prospective curricula for Master's Degrees at the operational and strategic levels will continue to be practiced. Curriculum should be aligned with the best practices of NATO member states.

The University will actively introduce effective forms and methods of teaching, improving achievements and developing new learning products.

The University will reduce and remove the products that do not meet today's needs and do not correspond with the right balance of “cost vs quality”.

Instead, current educational programmes will be developed and implemented to implement NATO standards, procedures and theories of military art in combination with the best national practices and the Ukrainian Armed Forces' military war experience from the Counter-Terrorism and Joint Forces Operations.

The creation of conditions for a full realization of intellectual potential will be continued for educational process stakeholders.

Individual ownership of a student's quality of professional training and education will be encouraged. This requires the student to achieve the necessary competences which holistically reflect the student's ability and readiness for self-improvement, self-education, self-development, and continuous improvement of professional qualities necessary for fulfilling the assigned functional responsibilities.

The quality assurance system of professional military education will be implemented on an ongoing basis and integrated with the basic principles of change management that enables identification, evaluation and measurement of the results of their compliance against national and international standards.

Implementing the “Development of Military Education and Training of Military Specialists” project. The University will introduce a prospective model of education and training which includes the interrelated components: a system of military advanced courses ("level", "career" courses) (tactical, operational, strategic); Master's degree curricula of operational and strategic levels; Bachelor's curriculum at the tactical level; a system of advanced courses for improving professional competence of military personnel; the Defence Management School for training civilian personnel of the Security and Defence Sector; and an NCO leadership course.

Preparatory measures are planned for implementation during 2020-2021, when the University expects to approbate new curricula and approaches to the educational organization, as well as to complete the training of non-resident officers. A full transition to a new model is to start in 2021.

Improving the design and development of Education Programmes. The University will implement an analysis of course results and organization and materials development on the basis of existing course design capabilities at the University.

It is planned to improve and implement *learning analytics* methods for the activities of the institutes, centres, departments and individual faculty and staff.

It is expected to widely use modern information technologies for receiving feedback from higher education applicants at all levels, military specialists training customers, military commands and monitoring bodies for the education programmes quality.

It will continue the improvement of the education quality assurance based on the development of separate system component developments such as activity rating of faculty and staff, academic and research units, and the introduction of self-assessment elements, etc.

Implementing the “Development of Military Science” project. Ensuring a strategic trajectory for the development of military education and science “from military science strategies to military strategy” to meet the needs of the Ministry of Defence of Ukraine, the General Staff of the Armed Forces of Ukraine, the Armed Forces of Ukraine, and other Security and Defence Sector agencies.

Creation and development of the “Think tank” platform as a foundation for conducting research and solving problems on the basis of adequate analysis and integration into the global information flow – fundamental, applied, expert-analytical research of current problems of military science; bringing together scientists, practitioners, experts, analysts from Ukraine and other partner countries; formation and development of the military school of military analytics and military-political forecasting.

University's structure transformation. The University will continue to improve its structure and optimize the processes of supporting educational activities in accordance with a prospective model of education and training.

The University structure will include departments, institutes, scientific centres, education and research centres, and support units. The creation of the Leadership School, prospective scientific as well as education and research structures will continue.

Each structural unit will be responsible for forming its own vision in the context of the overall development strategy of the University, for improvement of its structure to better delivery of collective and individual results.

Improvement of support by expanding the spectrum of non-educational business services. Non-educational business activity will be focused on achieving the best correlation of “cost vs quality” of the University's asset management contracts, balanced economy, minimal effectiveness and efficiency.

Improving intellectual leadership. The university will invest in its personnel training, education and qualification to promote their professional and intellectual interests.

First and foremost, intellectual leadership focuses on the University's scientific capacity to create and develop improvements to its own research, better utilize

academic partners' (including international ones) research, and share scientific findings with the interested Security and Defence Sector of Ukraine agencies.

The development of the University's scientific schools and the improvement of the scientific training system for the Security and Defence Sector of Ukraine will continue.

Personnel's constant professional development. The University will continue to invest in its personnel to encourage and enhance their professional skills, and develop their individual skills and strengths.

The University plans to introduce changes to the personnel individual training system which include permanent measures of the experience and pedagogical skills exchange, force (troops) command training and higher military educational personnel in Ukraine and abroad.

Significant efforts will be focused on foreign language skills acquisition by the personnel for a gradual introduction of the educational programmes delivery in English.

Revision of logistics and other types of support organizations to improve the efficiency and effectiveness of the educational process. The activities of the University's support units will be enhanced through the effective centralized control for achievement education and training outcomes in accordance with educational standards due to an effective allocation of necessary resources where and when it is required.

The welfare improvement of the University's personnel training, service and work will continue. This activity will be aimed at reducing the administrative burden on the institutes, centres and departments.

Improvement in all working spheres due to expansion of international cooperation. The University will continue developing educational and scientific relationships with international partners.

The activities of the University within the framework of the DEEP-Ukraine Programme will be intensified in the following areas: improvement of the military education and training system; enhancement of faculty teaching skills; implementation of NATO standards and procedures in the educational process; development of information technologies and distance learning capabilities; development of forward-looking educational programmes; conduct of international scientific events, etc.

The University will continue its work on expanding the foreign specialists' training at all levels, conducting educational and scientific events together with Alliance's member states and other partner-countries.

Development of the educational base and infrastructure. The University will develop its **educational base** to improve effectiveness of the educational process.

Priority will be given to the development of modern classrooms with a focus on an introduction of advanced information technology as an element of the educational process support and a technical base for conducting all kinds of practices related to the development of decision-making competencies, operations planning,

combat planning, command of military units in combat (operations); development of critical thinking, leadership qualities; and exploring new aspects of future warfare.

The University will continue to develop simulation systems, the distance learning platform, the training command points, situation centres, multifunctional computerized audience rooms, language laboratories, the educational process information support system, and the University's information infrastructure, including the broad information network.

A new conference complex will be open for educational and scientific events (including international ones).

Additional efforts will be directed to an improvement of sports and recreation facilities, such as the creation (improvement) of outdoor sports grounds, a sport and fitness complex, a development of a water sports centre and other sports facilities infrastructure.

The condition of the housing stock, dining rooms, buffets and other social facilities will be improved.

SUMMARY

The implementation of the strategy will embody the vision of the University and accomplish its mission, support the Security and Defence Sector and function in partnership with other governmental entities to create and take advantage of opportunities through the educational and scientific activities.

The focus on development of an intellectual edge is the University's highest priority and we should be committed to delivery of the best possible higher professional military education to military personnel and civilian employees of the Security and Defence Sector of Ukraine.

The Strategy is put into effect on receipt and supersedes all previous University strategy documents. It will be implemented through the execution of appropriate perspective and annual plans.

To ensure effective on-going monitoring of the Strategy implementation and to make the necessary changes, an annual review of achievements foreseen by the Strategy's implementation plans will be undertaken to summarize the activities for the last year. Based on the review, the appropriate report will be submitted to the Commandant of the University.

During summarizing of the activities for the last year, the Commandant of the University, on the basis of the received report, will brief the University staff on the main results of the Strategy implementation and specify the tasks for the next period.

An evaluation of the effectiveness of the Strategy implementation will be carried out using national and international systems for assessing a quality of education and scientific activity, relevant standards and using its own multi-level system of indicators of the University activities, the main of which are:

the degree to which the institution met the needs of the main customers in specialist training in the national security and defence sphere at the University, accounting for the priority of customers, expanding their spectrum within the state and among foreign partners;

the University's contribution in solving priority scientific tasks (problems) in the security and defence sphere, implementing the outcomes in practical activities, in particular: the degree of consistency, completeness and quality of scientific tasks (problems) solving; the achieved level of global innovation of the solutions that are proposed and implemented; the achieved level of advance (timeliness) in solving problems (tasks) of practical activity; the level of reduction in the duration of the cycle "learning experience and identifying problems – conducting research – implementing the proposed recommendations and their effective implementation in practice";

The University's ranking among national and foreign educational institutions (establishments) that deliver specialist training in the security and defence sphere and related spheres (fields), including the basics of business organization, management, change management, risk management, etc., as well as the level of recognition of the University's scientific and educational schools in the region and the world, involvement (invitation) of University's leading scientists (experts) to implement international projects in the security and defence sphere, holding the most authoritative forums, conferences, seminars in the world and the region;

a degree of development and implementation of the University's basic educational and scientific capabilities, including educational and scientific potential, the achieved level of updating the educational base, concentration on providing a safe educational process and provision individual (personal) and collective electronic teaching aids, decision-making assisting software, unclassified and classified information networks to higher education applicants and faculty and staff; the level of shortening the duration of the cycle "conducting research and gaining knowledge – publishing research results – implementing the obtained results into the educational process and practical activities of the customers for specialist training";

a degree of economic effectiveness of the University's functioning, including: the share of the growth of the University's personnel income received due to an increase in the effectiveness of educational and scientific activities according to certain priorities; a degree of effectiveness of the funds allocation by expenditure items in accordance with the University's determined priorities; the share of growth in expenses for ensuring a rise of the University's basic educational and scientific opportunities; the level of energy effectiveness of the University's functioning and the functioning effectiveness of other supply subsystems (water supply, provision of materiel, technical equipment and security systems of the University's facilities, etc.).

Criteria of the main and particular indicators are determined in the Strategy implementation plans for the corresponding period.