COMMUNICATION STRATEGY

of Ivan Kozhedub Kharkiv National Air Force University

APPROVED
By the decision of the Academic Council
of the Ivan Kozhedub Kharkiv National
Air Force University
Protocol 22.07.2025 №9

COMMUNICATION STRATEGY
of Ivan Kozhedub Kharkiv National Air Force University

Enacted by the order of the
Commandant of the Ivan Kozhedub
Kharkiv National Air Force University
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1. General Regulations

1.1 This Communication Strategy of the Ivan Kozhedub Kharkiv National Air Force University (hereinafter – the Strategy) regulates the procedure of communication with the main stakeholders of the Ivan Kozhedub Kharkiv National Air Force University (hereinafter – the University).

1.2 This Strategy is developed in accordance with the laws of Ukraine "On Education," "On Higher Education," the Ministry of Defense of Ukraine order dated November 22, 2017 №612 "On Approval of the Concept of Strategic Communications of the Ministry of Defense of Ukraine and the Armed Forces of Ukraine," the University Charter, and the NATO Strategic Commands Joint Directive "Education and Individual Training (E&IDT) 075-007."

1.3 The main languages of communication are Ukrainian and English at the University.

2. Goals and Objectives of the University in the Sector of Communications

2.1 The purpose of the Strategy is to build an integrated, transparent, and effective system of external and internal communication at the University that promotes the realization of its mission, vision, and strategic objectives. The Strategy should ensure promptness, consistency, and continuity of information flows, support a culture of academic integrity, defense capability, and the development of higher education quality at the University.

2.2 Communication goals of the University:
to ensure an integrated information environment for effective communication with all categories of stakeholders – military, scientific, educational, public, and international partners – taking into account information security conditions and dynamic challenges;
to strengthen the University's reputation as a national leader in military education and scientific research that meets NATO and EU standards at regional, national, and international levels;
to develop transparent internal communication that ensures effective interaction between University management, structural units, academic staff (teaching and research personnel), and students, fostering cohesion within the University academic community;
to create informational content representing the University's achievements in education, scientific, scientific-technical, and innovative activities, military training, and international cooperation;
to support international communication systematically, including developing partnerships with higher military educational institutions of NATO countries, participation in international programs, projects, and research;
to promote the national brand of the University within the country and abroad as a

leading educational and scientific center for training highly qualified officer personnel capable of acting in the face of hybrid threats.

2.3 Strategic tasks of the University:

to ensure communication that supports the realization of the University's mission, vision, and goals, covering all areas of its activities;

to improve mechanisms of internal communication between management, structural units, academic staff, and students in order to enhance management efficiency and form a unified corporate culture;

to ensure transparency and openness of the University's activities by regularly informing the public about key achievements, events, and initiatives in compliance with information security requirements;

to create targeted informational content demonstrating the University's achievements in accessible and understandable formats;

to develop the University brand as a leader in military education and science using modern communication tools, digital platforms, and visual identity;

to support national and international cooperation, in particular with foreign and domestic academic partners, NATO institutions, public organizations, and foundations;

to monitor, evaluate, and adapt communication activities for continuous improvement of communication processes in response to environmental changes, technologies, and stakeholder expectations.

2.4 Practical tasks of the University Strategy:

to develop a modern system of internal communication based on the use of secure digital tools (corporate email, platforms based on Google Workspace or Moodle) to ensure prompt informing and interaction between management, structural units, academic staff, and students;

to regularly update the official University website and maintain its informative content: publication of current regulatory documents, information for applicants and cadets, news, official positions, and events;

to maintain the official University pages on social media, following rules regarding the dissemination of restricted information, ethics, and stylistic unity;

to develop and distribute informational materials (analytical reports, brochures, videos, infographics, etc.) about all types of the University activities for various target audiences;

to provide informational support for University events (official visits, ceremonies, scientific conferences, military-patriotic initiatives, open days, training sessions, etc.) using multi-channel communication;

to monitor the information environment, including analysis of mentions of the University in mass media and social networks, identification of informational risks and threats, preparation of relevant analytical reports for the University management;

to develop standards of internal and external communication, including style design, logos, official document templates, and other elements of visual identity;

to organize informational support of international cooperation – coverage of the University's participation in projects with partners from NATO member countries, educational and scientific programs, international training, seminars, etc.

2.5 Overall management of the Strategy implementation is carried out by the Deputy Head of the University for Psychological Support of Personnel – Head of the Psychological Support Department.

2.6 The University administration, structural units, academic staff (teaching and research personnel), and students are bearers of the University's communication culture and are obliged to adhere to a unified information policy in public speeches, interviews, and social media.

3. Visual Style

3.1 To form a cohesive image and ensure unity of the University's communication policy, the visual design of all official materials must comply with the overall brand strategy and information policy of the University, namely:
official materials (presentations, newsletters, reports, website announcements, social media posts) must be designed in a unified visual style according to the brand book of the Armed Forces of Ukraine;
the design of informational resources (official website, social media pages, videos, and infographics) must be based on approved templates, colors, logos, fonts, and graphic elements of the University;
the use of visual materials should reflect the values and strategic priorities of the University. Such materials include photographs of the educational process, scientific activities, participation in international events, interaction with partners, as well as images conveying an atmosphere of academic discipline, patriotism, and professionalism;
any use of state symbols, logos of partner organizations, or symbols of military formations must be carried out in accordance with the current legislation of Ukraine and orders of the Ministry of Defense of Ukraine.

4. Communication Channels and Key Messages

4.1 The main communication channels at the University are:
the official University website;
the official University Facebook page;
the official University Instagram page;
the official University YouTube channel;
corporate email.

4.2 Means of information delivery:
Official announcements on the website;

Information via internal channels (email, messaging groups);
Social media publications;
Information stands, newsletters, internal messages;
Presentation materials accompanying official events;
Communication support for University events.

4.3 Key messages of internal communication:
The University provides a high level of military education that meets the standards of the Armed Forces of Ukraine and NATO partners;
The University trains professionals ready to perform tasks in conditions of modern warfare and defense;
The University is a space of discipline, professional growth, and patriotic education;
Communication within the University is open, structured, and based on mutual respect;
Academic integrity, responsibility, and mutual assistance are key values of the internal environment;
Supporting a healthy communication environment promotes trust, belonging to a common mission, and the development of leadership skills.

4.4 Key messages of external communication:
The University is a strategic center for training specialists for Ukraine's defense sector;
The University's educational programs combine military training, modern technologies, and international cooperation;
The University is open to partnerships in science, education, defense technologies, and strategic initiatives;
All external communications of the University are aimed at strengthening trust, reputation, and transparency of activities;
Public positioning of the University is based on a unified visual identity, consistent messages, and responsible information policy;
The University operates in accordance with the principles of state security, academic integrity, and international integration.

5. Crisis Communication

5.1 Crisis communication at the University is aimed at ensuring a timely, coordinated, and secure response in cases that may damage the reputation, disrupt operational stability, or create information risks. Crisis communication is based on the principles of responsibility, transparency, and information security.

5.2 The crisis communication policy is applied in cases of informational pressure or misinformation, emergencies, confidential data leakage, security threats to the administration, structural units, academic staff (teaching and research personnel),

students, or University infrastructure, as well as in situations requiring public response.

5.3 Communication in crisis situations is based on:
unity of position and consistency of messages;
speed of response to informational challenges;
adherence to openness norms and state security;
prevention of the spread of unverified or contradictory information.

6. Final Regulations

6.1 The Strategy is approved by the University Academic Council and comes into force from the moment it is enacted by the order of the University Commandant.

6.2 Proposals for amendments and additions to the approved Strategy may be submitted by all participants of the University's educational process.

6.3 Amendments and additions to the Strategy are carried out and approved in the same manner as the Strategy itself.