STRATEGY FOR THE DEVELOPMENT

of Ivan Kozhedub Kharkiv National Air Force University
for the period 2025–2030

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General Provisions

The Strategy for the Development of Ivan Kozhedub Kharkiv National Air Force University (hereinafter – the University) for the Period 2025–2030 (hereinafter – Strategy) was developed on the basis of the Strategy and Prospective Directions for the Development of Educational Activities of Ivan Kozhedub Kharkiv National Air Force University, approved by order of the Commandant of the University from 08/19/2022 № 975 The Strategy maintains continuity with previous strategic goals while simultaneously addressing the new challenges facing Ukraine's military education system in the context of the Russian-Ukrainian war. The need to update the Strategy is conditioned by the rapid changes in the conduct of warfare, the growing threats to the system of training military specialists, the necessity of enhancing the University's competitiveness and aligning its educational programs with NATO and European Union (EU) standards, as well as the rapid development of information technologies. The Strategy is consistent with the state priorities of Ukraine's European and Euro-Atlantic integration and with strategic documents in the field of higher and military education. Its implementation is aimed at strengthening its capabilities by drawing on advanced domestic and international experience, the practices of NATO member states, and, in particular, the lessons of the Russian-Ukrainian war.

Regulatory Framework for the Development of the Strategy. The strategy is based on the requirements of the Laws of Ukraine "On Education" and "On Higher Education", as well as on the Strategy for the Development of Higher Education in Ukraine for 2022–2032, the Military Security Strategy of Ukraine, the Concept of Transformation of the Military Education System, and other normative acts in the field of education and defence. The main provisions of the Strategy align with the statutory tasks of the University: conducting educational activities for the training of military specialists, carrying out scientific, technical and innovative activities in the interests of the Armed Forces of Ukraine, and implementing research results in the educational process. According to the Statute, the University has the right to cooperate with military educational institutions of foreign countries and to implement international standards in the educational process, which is reflected in this Strategy. The updated Strategy defines the key priorities for the University's development until 2030. It also serves as the basis for developing detailed plans, orders and measures necessary for its implementation and subsequent approval by the Ministry of Defence of Ukraine, while also taking into account the provisions of the joint directive of NATO strategic commands "Education and Individual Training (E&ITD) 075-007".

Mission and Vision of the University

Mission of the University.

The mission of the Ivan Kozhedub Kharkiv National Air Force University, as a leading higher military educational institution, is to ensure an effective organizational structure, high-quality functioning, and development:

education and training systems for students to meet the needs of the Armed Forces of Ukraine and other components of the Security and Defence Forces of Ukraine, specifically for tactical-level military specialists, and to support the development of a quality assurance system in educational activities;

scientific, scientific-technical, and innovative activities across all types of scientific (scientific-technical) work.

The university creates the conditions necessary for students to acquire educational and professional competences and achieve operational compatibility with NATO forces based on the standards adopted by the armed forces of the member states of the North Atlantic Alliance. An important task is to educate a new generation of military leaders with high moral and professional qualities – patriots of Ukraine, resilient to challenges and capable of acting effectively in modern combat conditions. Also, the priority of the University is to promote the development of high-tech industries and science by providing high-quality educational services to citizens of Ukraine and foreign students, integrated into global education and science.

Vision of the University

By 2030, the Ivan Kozhedub Kharkiv National Air Force University aims to become an innovative leader in Ukraine's military education system, a leading center of military-technical thought, integrated into the Euro-Atlantic educational and scientific space. The university positions itself as one of the flagships of military education and science, capable of providing competitive educational and research services in high-tech fields on the global security and defence education market.

The vision envisages the transformation of the University into a modern educational and scientific institution that adheres to the principles and approaches implemented in NATO states and trains highly qualified military specialists as well as academic and teaching (research) personnel.

Strategic development priorities until 2030.

The main strategic priorities of the University's development until 2030 are:

1) development of educational programs in line with the needs of the Armed Forces of Ukraine and NATO standards, ensuring the functioning of an internal quality assurance system for higher education;

2) expansion of international cooperation with civilian and military higher education institutions of partner countries;

3) development of IT infrastructure and digitalization of the educational process and research, scientific-technical and innovative activities;

4) institutional development, formation of personnel reserve, and implementation of leadership programs;

5) development of research, scientific-technical and innovative activities (including the establishment of technology parks).

Content of the University's Strategic Priorities

Strategic priority №1

Development of educational programs in accordance with the needs of the Armed Forces of Ukraine and NATO standards, while ensuring the functioning of the internal quality assurance system in higher education.

This priority is aimed at ensuring full compliance of the University's educational programs and programs of professional military education courses with NATO standards, in order to achieve interoperability with the military educational institutions of NATO member states. It also emphasizes maintaining a strong internal quality assurance system in education that meets the requirements of the Ministry of Education and Science (MES) of Ukraine, as well as the European Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). The university will continue to adapt educational content to NATO requirements, implementing joint doctrinal approaches and professional standards for training military specialists, and uphold academic integrity at every stage of the educational process.

One practical step is the review and **certification of professional military education course programs in accordance with NATO requirements**. To ensure this, the University plans to implement measures outlined in the Management Strategy of the Military Education System, the Joint Directive of NATO Strategic Commands "Education and Individual Training (E&ITD) 075-007", as well as long-term development plans for the educational material and technical base, the professional development of academic and teaching staff, compliance with national education standards, and professional standards for the training of military specialists that reflect the needs of stakeholders in preparing military professionals.

The implementation of the strategic priority № 3 by the University determines the need for close cooperation with the NATO DEEP (Defence Education Enhancement Program) office in Ukraine, its support, and coordination of activities.

Language training according to STANAG standards is an integral part of integration into Alliance standards, and also involves bringing the language training system into compliance with the requirements of STANAG 6001 standards. For aviation personnel, the requirements of ICAO are also taken into account. Language training should provide students, academic and teaching (research, pedagogical) employees of the University with the opportunity to interact with military personnel, educational institutions, research institutions of NATO member states on issues of interoperability, standardization of educational programs, training programs, and participation in international scientific and innovation projects. The application of the DOTMLPFI (Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, Interoperability) methodology for capacity development will enable the systematic evaluation and improvement of all aspects of the University's activities – from doctrinal documents and organizational structure to the training system, material and technical resources, leadership development, staffing, and infrastructure.

The University Development Strategy for the period up to 2030 envisages **systematic consideration of experience** acquired by the units of the Armed Forces of Ukraine during the war with the Russian Federation in all components of the educational process. This experience is utilized in updating the content of education, improving curricula, training officers, implementing new forms and methods of instruction, developing the material and technical base, as well as in the process of training instructors and commanders. The importance of adapting educational programs to the conditions of modern warfare is emphasized, particularly with regard to network-centric operations, unmanned systems, information effects, cyber challenges, etc. The implementation of this approach makes it possible to prepare an officer corps capable of operating effectively in a dynamic combat environment.

The implementation of this strategic priority will ensure high quality and interoperability of education. The University will ensure that all educational programs and professional military education course programs meet NATO standards. Certification of professional military education course programs and their inclusion in NATO catalogs will guarantee recognition of the University's competitiveness in training military specialists and ensure the quality of education and training in accordance with the best global practices. As a result, graduates of the University will possess competencies comparable to those of graduates from leading higher military educational institutions in NATO countries.

Strategic priority №2

Enhancing international cooperation with civilian and military training institutions in partner countries

The development of international cooperation is one of the key directions that will ensure the University's integration into the global educational, scientific and innovative space. The University will deepen bilateral and multilateral ties with foreign educational and scientific (research) institutions, especially with military educational institutions of NATO countries and partners, including through the European Security and Defense College (ESDC) network. It is planned to expand the geography of partnerships by concluding memoranda of cooperation with leading specialized educational institutions of NATO and EU member states.

The set of measures aimed at developing international cooperation will promote the exchange of best practices, improve the quality of training of military specialists in accordance with international standards, and strengthen the international image of the University.

Special emphasis is placed on the University's active participation in NATO programs for the development of military education and the further deepening of cooperation under NATO DEEP programs, which will allow the University to continue improving the education and training system in the areas of professional development and leadership, ensuring operational interoperability in personnel training systems.

Academic mobility is an important task of internationalization. The strategy envisages expanding the participation of academic and teaching staff, holders of academic degrees, and students in exchange programs with foreign higher education institutions and NATO and EU training centers. A comprehensive program of international academic mobility will be introduced through which the best holders of academic degrees, students, academic and teaching staff of the University will be sent for study and internships at educational institutions in NATO countries. The University will introduce programs for exchanging experience in organizing educational and scientific processes during special periods, studying and applying lessons from the Russian-Ukrainian war in education and research, and ensuring the quality of educational activities. The expansion of international cooperation involves implementing plans to improve language training. It will also enable the University to become a full-fledged member of the global military-educational community, promote mutual recognition of diplomas, and enhance the prestige of Ukrainian military education on the international stage.

Strategic priority №3

Development of IT infrastructure and digitalization of the educational process of scientific, scientific-technical, and innovative activities

The third strategic priority is the comprehensive digitalization of the activities at the University, the implementation of modern information technologies in all aspects of educational, scientific, and administrative processes. Digitalization of the educational process is considered a means of increasing the effectiveness of education, ensuring its flexibility, and improving the quality of training of students.

Within the framework of this priority, the development of modern IT infrastructure is envisaged: modernization of computer networks and server equipment, creation of secure communication channels, expansion of wireless networks on the territory of educational campuses, etc. This will provide the necessary technical base for the implementation of electronic document management, distance learning, and other digital services.

Automation of management processes. The University is gradually and systematically transitioning to paperless record keeping and electronic management of the educational process. It is planned to implement the electronic document management system at the level of all structural divisions, which will reduce paper usage and lessen the administrative burden on staff. At the same time, the planning of educational classes and monitoring of their attendance will be optimized through specialized software tools, increasing the efficiency of control and reducing labor costs associated with these processes. It is also planned to introduce electronic gradebooks, academic record books, and automated knowledge assessment systems, which will make the evaluation system as transparent, objective, and ethical as possible. By 2027, a full transition to a digital format for recording students' academic achievements is planned.

Distance learning and digital resources. The strategy pays particular attention to the development of distance education and blended learning formats. The University is being integrated into a unified national distance learning platform, which will host online courses across all major disciplines. It is planned to encourage academic and teaching staff to develop their own online courses and to use innovative teaching methods (including interactive simulations, virtual simulators, etc.) in the everyday educational process. **Digital content** is constantly updated and expanded: an electronic repository of educational materials, methodological recommendations, scientific publications, and reference documents is being created, accessible to all participants in the educational process. It is expected that by 2027, 100% of academic staff and students will have access to the University's digital archive and will actively use it in educational activities and for personal development.

Digital skills and cyber security. The development of IT infrastructure will be accompanied by an increase in staff digital competence. The University will introduce training programs for academic and teaching staff in modern IT tools, online teaching

methods, and work with remote platforms. By 2028, it is expected that 100% of academic and teaching staff will be certified in digital teaching skills and e-learning technologies, for example, through the completion of relevant courses. At the same time, cybersecurity measures will be strengthened: modern systems for information protection, data backup, and cyber threat monitoring systems will be implemented in accordance with national cybersecurity policies and NATO standards (in particular, ISO/IEC 27000). Together, these measures will ensure the creation of a unified digital environment at the University that will increase learning flexibility, management efficiency, and the quality of educational services as a whole.

Strategic priority №4

Institutional development, personnel reserve, and leadership programs
The successful implementation of these strategic changes requires the development of the University's capacity for education management, training, scientific, scientific-technical, and innovative activities, ensuring the training of highly qualified academic and research staff, and creating a personnel reserve. The fourth priority of the Strategy covers improving the management structure, developing personnel, forming a personnel reserve, and implementing leadership programs. The goal is to create a flexible, effective institution capable of implementing strategic tasks and fostering a new generation of military and civilian leaders in the fields of education, science, and innovation who meet the needs of Ukraine's defence and security sector.

Optimization of structure and management. The University is optimizing its organizational structure to ensure that it meets both the requirements for effective functioning and modern NATO approaches to the management of higher military educational institutions. It is planned to align the structure and staffing of units with the content of educational programs and the scope of activities, eliminate duplication of functions, simplify bureaucratic procedures, and develop modern principles of internal quality control in education and training, scientific activities, and management processes (in particular, mechanisms for internal quality audits, regular collection, and analysis of data on the effectiveness of unit operations). The introduction of quality management tools will improve the University's performance and transparency of decision-making. With regard to human resource management, it is envisaged that transparent procedures will be implemented for the selection, evaluation, and rotation of academic (research) staff, establishing clear criteria for their competence, education, experience, and performance to enhance the University's capabilities. These measures are expected to motivate staff to pursue professional growth and, at the same time, ensure an influx of new qualified personnel.

Development of the personnel reserve. The university will establish an effective personnel reserve for managerial, academic, and research positions, ensuring the possibility of involving promising officers and staff in educational, scientific, and

innovative activities who are capable of occupying these positions in the future. The creation of a personnel reserve, the improvement of the system for developing the professional skills of academic (teaching and research) staff, the enhancement of mentorship programs, internships in senior positions and military units—including abroad—and the training of academic (research) personnel in postgraduate (doctoral) programs, as well as the regular involvement of practitioner specialists in the implementation of educational programs and scientific or technical activities, will contribute to the gradual development of the University's human resource potential and the seamless integration of education and science with the needs of the defence of Ukraine. Special attention will be given to involving officers with unique experience from the Russian-Ukrainian war (including combat experience) in teaching work, which will allow them to pass on their knowledge to a new generation of military specialists, as well as instructors from partner countries. Even now, priority is given to filling academic and teaching positions with specialists who have distinguished themselves in combat operations and possess practical experience in the deployment of troops, units, and subunits in the relevant areas of training military specialists at the University.

Leadership and professional development programs. The strategy identifies the need to introduce special leadership development programs for different categories of personnel. The topics of leadership development courses will include critical thinking, decision-making in uncertainty, strategic thinking, ethical leadership, communication skills, etc. It is envisaged to deepen cooperation with NATO's DEEP Program in Ukraine, the ORBITAL Mission, and other international initiatives, whose support ensures the professional development of academic (research) staff, the implementation of training programs for military specialists based on best international practices, and contributes to the enhancement of the University's material and technical resources

Strategic priority №5

Development of scientific, scientific-technical, and innovative activities (including the creation of technology parks)

The fifth strategic priority is aimed at strengthening the scientific and innovative component of the University's activities, developing research, and implementing technological innovations. The university possesses significant scientific potential and extensive experience in scientific and scientific- technical activities, which will serve as the foundation for building the innovative capacity of military education and science by 2030. In accordance with the defined directions of scientific research, the University conducts scientific, scientific-technical and innovative activities in the interests of the Armed Forces of Ukraine, conducts scientific research, and implements its results in the practical activities of the troops (forces) and the educational process. The new Strategy envisions a qualitatively new level of this activity.

Priority areas of research. Scientific research at the University will focus on the current needs of the Air Force of the Armed Forces of Ukraine and other components of the security and defence sector of Ukraine. Close cooperation with customers of scientific products will be ensured in order to implement research results in practical activities. The University plans to define research topics annually in coordination with the needs of the Armed Forces, which will allow resources to be concentrated on the most relevant projects.

Development of scientific infrastructure. An appropriate scientific and experimental base will be created and modernized to conduct advanced research. The strategy envisages the establishment of a dual-purpose technology park or innovation center at the University, which will unite scientists, students, representatives of the defence industry, and startups to develop new technologies for the military. Such a technology park will accelerate investment and grant funding for defense research and create conditions for researchers to work on practical projects (from idea to implementation). Separately, it is planned to create modern scientific and experimental laboratories and research centers in key areas, equipped with the latest equipment, simulators and software complexes. For example, the Simulation Modeling Center is being modernized, on the basis of which the university's training and simulation system based on network technologies will be deployed for the collective training of units and headquarters. Specialized laboratories of aviation equipment, a cyber training ground, and others will also be equipped. Considerable attention is paid to the involvement of the students themselves in scientific work; for this purpose, the activities of **cadet design bureaus** will be intensified, and startup incubators will be established, where scientists and students will be able to implement their own scientific, scientific, technical and innovative projects under the guidance of experienced mentors. This will contribute to the formation of graduates' creative approach to conducting fundamental and/or applied research and obtaining scientific and/or technical results.

Integration into the world scientific space. The University will actively develop international scientific cooperation. The task is to increase the number of international scientific, scientific-technical, and innovative projects carried out in cooperation with foreign partners, as well as to expand the participation of University scientists in international scientific, scientific-technical, and innovative programs and grants (Horizon Europe, NATO Science for Peace and Security, etc.). The conditions for encouraging and stimulating the publishing activity of academic and teaching staff, candidates for academic degrees, and students in specialized scientific journals (including those indexed in scientometric databases such as Scopus and Web of Science), participation in international conferences, and research internships abroad will be improved.

By 2030, it is planned to integrate University scientists into the world scientific space through active participation in international grant programs (in particular, Horizon Europe), the development of global scientific networks and joint scientific, scientific-technical and innovative projects, the exchange of academic and teaching staff, postgraduates, and doctoral students with foreign universities, the implementation of open science, as well as through strategic partnerships with international academic societies and organizations.

Implementation of innovations. Developed scientific activity will make it possible to generate new technologies and proposals for the Armed Forces of Ukraine. The strategy provides for the creation of an effective technology transfer mechanism: from an idea or scientific result to the production of a prototype and its implementation in the military. An experimental facility for the production of prototypes and pilot models of equipment will operate on the basis of a technology park or innovation center. The best developments will be offered to specialized enterprises of the defence-industrial complex for serial production. The university will further actively support the patenting of inventions created by its researchers and students at all levels of education, as well as the protection of intellectual property. The introduction of innovations will also affect the educational process itself: modern scientific achievements will be immediately integrated into educational programs so that students can master the latest technologies. Successful practitioners and specialized industry experts will be more widely involved in teaching, ensuring the practical orientation of education.

Thus, the implementation of this direction will allow the University to strengthen its status as a **powerful scientific and innovative hub**. A significant increase in scientific results beneficial to the components of Ukraine's security and defense sector is expected. The University will become integrated into the global scientific community, as evidenced by the growth in the number of international projects and publications. Scientific, scientific-technical, and innovative activities will be organically combined with the educational process (100% of educational programs will incorporate the latest scientific achievements), and the material and technical research base will enable the execution of a full cycle of work — from theoretical developments to practical implementation. University graduates will acquire skills in scientific analysis and innovative thinking, which are critically important in the current context of technological advancement and warfare.

OPERATIONAL PLAN
for the implementation of the development strategy of Ivan Kozhedub Kharkiv National Air Force University

The Operational Plan defines the objectives, measures, timelines for their implementation, and the expected results of the Development Strategy of the Ivan Kozhedub Kharkiv National Air Force University in the period up to 2030.

Strategic priority №1
Development of educational programs in accordance with the needs of the Armed Forces of Ukraine and NATO standards, ensuring the functioning of the system of the internal quality assurance for higher education.

Operational objective (strategic priority)	Operational tasks	Implementation period	Responsible executives	Expected results
Ensuring full compliance of educational programs and courses of professional military education with NATO requirements and the standards of the Ministry of Education and Science of Ukraine.	- Adapting the content of education to NATO and Ministry of Education and Science requirements. - Implementing joint doctrinal approaches and professional standards for the training of military specialists.	Until 2030	Deputy Commandant of the University for Academic Affairs, Heads of Faculties, the Scientific and Methodological Department for Quality Assurance of Educational Activities and Higher Education.	Full interoperability of educational programs with NATO military educational structures and enhancement of officer training quality.
Review and certification of professional military education course programs according to NATO requirements	- Audit and certification of programs according to NATO requirements. - Inclusion of certified programs in NATO catalogs.	Until 2030	Deputy Commandant of the University for Academic Affairs, Department of International Cooperation	International recognition and competitiveness of programs, access to joint exercises and projects.

Maintaining an effective internal quality assurance system for education	- Functioning of the quality assurance system in accordance with the requirements of the Ministry of Education and Science and ESG recommendations. - Regular internal monitoring, quality audit, and incorporating the results into planning.	Constantly, until 2030	Deputy Commandant of the University for Academic Affairs, the Scientific and Methodological Department for Quality Assurance of Educational Activities and Higher Education	Sustainable improvement of education quality, transparency, and objectivity in assessment.
Adherence to the principles of academic integrity	- Implementation and monitoring of compliance with the Code of Academic Integrity. - Use of modern plagiarism detection systems and independent methods of knowledge assessment.	Constantly, until 2030	Deputy Commandant of the University for Academic Affairs, departments, the Scientific and Methodological Department for Quality Assurance of Educational Activities and Higher Education	Reduction of academic integrity violations and enhancement of trust in learning outcomes.
Enhancing the level of language training in line with STANAG and ICAO standards	- Modernization of the language training system according to STANAG 6001 and ICAO standards. - Training of teachers and students for international communication and participation in NATO projects.	Until 2030	Deputy Commandant of the University for Academic Affairs, Department of Foreign Languages, Educational and Scientific Center of Language Training	Ensuring competence for international cooperation and participation in joint NATO activities.

Systematic capability development based on the DOTMLPFI methodology	- Evaluation and improvement of doctrinal documents, organizational structure, training, material and technical support, staffing, and infrastructure.	Until 2030	University management, structural units	Increasing the efficiency of personnel training and optimizing resources and infrastructure
Implementation of experience in the training of students	- Integration of experience into educational and training programs, methodologies, and material-technical resources. - Adaptation of training to the conditions of modern warfare	Until 2030	Deputy Commandant of the University for Academic Affairs, departments, Department for Research and Implementation of Lessons Learned	Training of officers capable of operating effectively in modern combat conditions.

Strategic priority №2

      Expanding international cooperation with civilian and military institutions of higher education of partner countries

Operational objective (strategic priority)	Operational tasks	Implementation period	Responsible executives	Expected results
Expansion of International Cooperation (internationalization of activities)	- Conclude partnership memorandums with military higher education institutions of NATO and EU countries (staff exchanges, joint programs) - Participate in the NATO DEEP program (Program renewal, course certification) -Implement academic mobility programs for cadets and scientific and academic staff (exchanges, internships abroad) – Join European military education networks (ESDC and others.)	2025–2030 (agreements by 2027)	University management, International Cooperation Department, Academic Department	Partnership agreements with leading NATO/EU higher education institutions have been signed; **international mobility** is actively implemented (participants of exchange programs are sent and received annually); Officer training courses are **certified according to NATO standards** (graduates receive recognized certificates); interoperability of the educational process with NATO countries has been achieved.

Strategic priority №3

Development of IT infrastructure and digitalization of the educational process of scientific, scientific-technical, and innovative activities

Operational objective (strategic priority)	Operational tasks	Implementation period	Responsible executives	Expected results
Development of IT infrastructure and digitalization of the educational process**, as well as research and innovation activities**	- Upgrade information and computer networks (combining faculty networks, capacity enhancement, cyber protection) - Implement electronic document management and automate the management of the educational process (e-gradebooks and e-assessment) - Deploy a distance learning platform, develop online courses for core disciplines - Create a digital repository of educational materials and ensure 100% access to electronic resources - Improve staff digital literacy (training, certification) and ensure cybersecurity of information systems	2025–2027 (further support – ongoing)	Deputy Commandant of the University for Academic Affairs, Signal Service, Department for Research and Implementation of Lessons Learned	**The digital infrastructure** of the university has been updated (a unified secure network, Wi-Fi, servers); **administrative processes** have **been automated** (paper-based workflows reduced by 90%); an effective **e-learning platform** with a full set of online courses is operational; 100% of academic staff and cadets have access to an electronic library and repository; the knowledge assessment system is transparent and integrity-based; staff possess modern IT skills; and the level of cybersecurity meets established standards.

Strategic priority №4
Institutional development, personnel reserve, and leadership programs

Operational objective (strategic priority)	Operational tasks	Implementation period	Responsible executives	Expected results
Institutional development and leadership programs (organizational capacity, personnel reserve)	- Optimize the organizational structure and management processes of the university (adjust staffing, implement internal quality audits) - Develop and implement transparent procedures for selection, certification, and rotation of academic staff and instructors; establish personnel competency requirements. Build a personnel reserve: identify promising officers and academic staff, and develop tailored development, training, and internship programs (including abroad) - Implement **leadership programs** for various levels (leadership courses for non-commissioned officers and officers, management skills training) - Introduce the institute of mentoring (assign experienced officer-mentors to young instructors and commanders)	2025–2030 (phased)	University management, Personnel Unit, Personnel Department	**University management is optimized** (effective organizational structure, established quality management in education); staff are motivated and professional – 100% academic personnel meet established qualification requirements; a reserve of qualified personnel for management positions has been formed; leadership development programs are operational (the first generations of certified officer-leaders have graduated); performance and discipline rates have been improved due to mentorship. The university possesses a **sustainable personnel capacity** to fulfill its objectives.

Strategic priority №5

Development of scientific, scientific-technical, and innovative activities (including the creation of technology parks)

Operational objective (strategic priority)	Operational tasks	Implementation period	Responsible executives	Expected results
Development of research and innovation activities (including the establishment of technology parks).	- Determine priority areas of scientific research in line with the interests of customers of scientific and technical products, and annually define research topics according to the needs of the Ministry of Defence of Ukraine - Establish a **technology park/innovation center** at the University for the development and implementation of defense technologies (in cooperation with the defence industry and research institutions) - Modernize the scientific and experimental base by establishing modern laboratories and training grounds (cyber range, scientific and experimental laboratories, simulation modeling center, etc.), and by equipping experimental production facilities. - To improve the work of cadets scientific circles and design bureaus, and to encourage the participation of learner in research projects - Expand the University's participation in international scientific programs and grants, and promote the exchange of experience among researchers (international internships, conferences).	2025–2030	Deputy Commandant of the University for Academic Affairs, heads of research units and departments	**The scientific potential** of the University has been more fully realized: research on priority topics is conducted annually, and the results are applied in the Armed Forces. A University **technology park** (innovation hub) has been established, where prototypes of new technologies are developed; and modern scientific laboratories have been opened**. The number of international scientific** projects has increased, and researchers are integrated into the global scientific community; cadets and young scientists are actively involved in R&D (implementing startup projects and publishing results). The University has become an innovation center for the Air Force, strengthening the link between education, science, and production.

Note: The specified indicators and timelines are indicative and will be refined during the development of detailed implementation plans for the Strategy. The achievement of expected results will depend on resource availability, support from the Ministry of Defence of Ukraine, and other external factors. During the implementation of the Strategy, annual monitoring of progress is envisaged, with adjustments to measures made as necessary to ensure the achievement of the set goals. The Strategy is a living document that reflects the commitment of the University community to making a significant contribution to strengthening the state's defence capabilities through the training of highly qualified personnel and the development of military science through 2030.