

STRATEGY
OF THE
KOROLOV ZHYTOMYR MILITARY INSTITUTE

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of The Korolov Zhytomyr Military Institute
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GENERAL CLAUSES

The Strategy of the Korolov Zhytomyr Military Institute (hereinafter – the Institute) determines the mission, vision and values of the Institute, its main strategic objectives, the ways to achieve them, and anticipated outcomes. The purpose of the introduction is to ensure the organic development of the Institute within the higher education system and the training of military specialists.

The need to develop this Institute Strategy is driven by:

global changes outlined in the Strategy for the Development of Higher Education in Ukraine for 2021-2031, approved by the Cabinet of Ministers of Ukraine on 23 February 2022. No. 286-p, also by the Concept of Transformation of the Military Education System, approved by the decision of Ministers of Ukraine on 30 December 2022. No. 1490 (last edition), and the Strategy for the Management of the Military Education System, approved by the Minister of Defence of Ukraine on 12 December 2023.

increased challenges, risks and threats facing the system of military specialists training against the background of the full-scale invasion of the Russian Federation into Ukraine;

development of new generation technologies.

A PROBLEM THAT NEEDS TO BE SOLVED

Results of the analysis of global trends and the experience of leading higher military educational institutions of NATO member states regarding their development in the conditions of high dynamics of changes in forms, ways and means of conducting combat operations and armed struggle, also the current state of the Institute's competitiveness, indicate the presence of certain problems and factors that hinder its further development to ensure the urgent and growing needs for military specialists for the Defense Forces of the state.

The main problems and factors that hindering the further development of the Institute include:

- imperfection of the industry regulatory framework for the educational activities of the Higher Military Educational Institution;

- outdated internal institute regulatory framework;

- imperfect educational and professional programs;

- slow digitalization of educational, scientific, and scientific-technical activities;

- the Institute's staffing needs transformation for further integration into the NATO Standards Training System;

- slow development of the educational and material base due to insufficient funding;

- lack of scientifically substantiated approaches, methodologies, and recommendations on management tools in the system of formation of a military leader;

- low professional and pedagogical mobility and autonomy of instructors;

- the system for exchanging of pedagogical experience between instructors of different departments requires digitalization;

- imperfect system of recruiting and motivating intellectual young people to enter the Institute as a Higher Military Educational Institution, shortcomings in the system selection of applicants;

- imperfect system of studying and improving the level of knowledge of English by the staff of the Institute, there is no motivation for independently mastering and improving this knowledge;

- lack of effective mechanisms to motivate the activation of scientific activity;

- the collection of scientific works of the military institute is not included in international scientometric databases.

Taking into account the above, the further development of the Institute requires:

- defining specific strategic goals and tasks on the path to their achievement;

- rethinking the role of the Institute in the overall structure of military specialists training at certain levels of higher education;

- formulating new approaches to ensure sustainable development;

- enhancing competitiveness and the quality of military specialists' training;

- activating processes of integration into the European educational space.

THE MISSION, THE VISION AND VALUES OF THE INSTITUTE

THE MISSION

Our mission is to form leaders by providing high-quality higher education, and training professionals in the military sphere, ready to defend their country and win.

THE VISION

Our vision is to become a recognized leader among higher military educational institutions in Ukraine. To produce officers with a broad worldview, developed critical thinking, and fundamental professional knowledge. We strive to achieve this vision by ensuring proper quality of higher education and instructing to win, both on the battlefield and in all spheres of life.

THE VALUES

1. **Patriotism.** Love for the Motherland and service to the Ukrainian people.
2. **Professionalism.** Ensuring the quality of higher education and training that meets modern European and NATO standards.
3. **Leadership.** Developing leadership qualities and skills among the Institute's staff.
4. **Innovation.** Constant search for new technologies, methods, and approaches to improve the learning and preparation process.

THE GOAL AND IMPLEMENTATION TIMELINES OF THE STRATEGY

The goal of the Institute's Strategy is to enhance **the competitiveness** of the military institute, namely:

the military institute ranks among the top one hundred higher education institutions in Ukraine;

the military institute is a leading technical higher military educational institution.

The implementation of the set goal involves achieving the following goals:

forming the graduate of the institute as a military professional;

development and ensuring the functioning of a sustainable institutional quality system of higher education at the Institute;

ensuring a clear policy of internationalization of higher education in the Institute;

comprehensive digitization of educational and scientific activities of the Institute.

To achieve the stated goals, the following tasks are envisaged:

development and implementation of management tools of the military leader formation system;

establishment of a distance learning system;

the creation of a simulation modeling center;

introduction of academic mobility, including international, for cadets and academic staff;

creation and development of a system for improving digital competencies and media ethics of the Institute's staff;

implementation of an effective system for enhancing the language competencies of the Institute's staff.

The Institute's Strategy outlines the direction of its development for a period of up to 15 years. It undergoes internal audits and updates every 5 years by current legislation in the sphere of higher education, the prevailing state, and the needs of military specialists' training.

STRATEGIC GOAL 1**ESTABLISHMENT OF A SUSTAINABLE INSTITUTIONAL SYSTEM FOR QUALITY HIGHER EDUCATION OF THE INSTITUTE**

The institutional quality system of higher education of the Institute is a set of structures, procedures, policies and practices designed to ensure and support educational activities, the purpose of which is to increase the quality of higher education in the Institute and ensure its compliance with the requirements of standards and expectations of all participants in the educational process.

OPERATION GOALS	DIRECTIONS OF IMPLEMENTATION	EXPECTED OUTCOME 5 YEARS	EXPECTED OUTCOME 15 YEARS
accreditation of educational-professional programs by the National Agency for Higher Education Quality Assurance with the designation “exemplary”	direct involvement of the Institute in improving regulatory and legal support; acquisition of a multivector staffing system support; ensuring the mobility of instructors and exchanging experiences pedagogical regarding best practices;	all educational and professional programs meet the defined quality assessment criteria; the Institute has established and operates an internal system for ensuring the quality of higher education	educational and professional programs across all specialties are accredited by the National Agency for Quality Assurance of Higher Education with the designation of "exemplary"; the Institute has a significant impact on the functioning of the external quality assurance system for higher education.
implementation tools for the management and monitoring of the quality assurance system in higher education	enhancing the educational environment to cultivate the uniqueness of educational and professional programs		

STRATEGIC GOAL 2**ENSURING CLEAR INTERNATIONALIZATION POLICY OF
HIGHER EDUCATION**

The internationalization policy of higher education at the Institute is a set of programs, actions, and approaches aimed at activating international cooperation in the sphere of educational and scientific (scientific and technical) activities, ensuring academic mobility of cadets and instructors to expand the Institute's development opportunities, enhance its international prestige, and influence.

OPERATION GOALS	DIRECTIONS OF IMPLEMENTATION	EXPECTED OUTCOME 5 YEARS	EXPECTED OUTCOME 15 YEARS
development of the professional training system by NATO compatibility standards ensuring a sustainable system of international academic mobility for cadets and academic staff of the institute	development of bilateral relations with higher military educational institutions of NATO and higher educational institutions of EU; ensuring compliance of educational and professional programs with the curriculum education programs of higher military educational institutions of NATO and EU; implementation of an effective system for enhancing the language competencies of the Institute's staff; ensuring an increase in publication activity indicators; conducting a set of measures to include the Institute's collection of scientific works in international scientometric databases such as Scopus / Web of Science; ensuring the participation of the Institute in international academic mobility programs	cadets of the Institute undergo annual training at the higher military educational institutions of NATO member states under bilateral cooperation programs; international mobility of instructors from NATO higher military educational institutions has been implemented; the Institute is ranked in the top hundred in the ratings of international scientometric databases such as Scopus / Web of Science based on publication activity indicators	educational and professional programs and the content of education correspond to the programs of NATO and EU Higher Military Educational Institutions; 100% of the Institute's staff possess English language proficiency at no less than SLL2; the Institute's scientific journal is included in international scientometric databases such as Scopus / Web of Science; the Institute is an active participant in international academic mobility programs (for example, ERASMUS +)

STRATEGIC GOAL 3**FORMATION OF THE INSTITUTE'S GRADUATE AS A MILITARY PROFESSIONAL**

A military professional – a graduate of the Institute – is a motivated, competent, proactive professional capable of critical thinking, demonstrating initiative, restraint, self-discipline, and resilience, and subordinating the will and behavior of other servicemen to achieve the goal under any circumstances, ready to lead and take personal responsibility for their decisions and actions.

OPERATION GOALS	DIRECTIONS OF IMPLEMENTATION	EXPECTED OUTCOME 5 YEARS	EXPECTED OUTCOME 15 YEARS
acquisition of leadership competencies by a lieutenant – a graduate of the military institute	focusing attention in all academic disciplines on elements that contribute to the formation of leadership qualities in cadets;	an adaptive system for reviewing the working programs of academic disciplines predominates in approaches to the development of leadership qualities;	the mentoring system is implemented across all directions and levels of activity within the Institute;
formation and development of a new generation of military leaders based on the synergy of values, professional and personal competencies, and acquired unique military experience	improving and developing the mentoring system; implementation and development of a system for evaluating leadership qualities; expansion of the educational and material base of the Institute	an evaluation system for leadership qualities has been implemented and is operational ; international representation has been expanded at the annual scientific-practical conference for cadets on leadership	an international scientific and practical conference on military leadership has been initiated and held annually ; the educational and material base of the Institute meets the modern needs of military professionals' training

STRATEGIC GOAL 4**COMPREHENSIVE DIGITIZATION OF EDUCATIONAL AND SCIENTIFIC ACTIVITIES OF THE INSTITUTE**

Digitization of the educational and scientific activities of the Institute involves the implementation of modern information and communication technologies in the educational process and scientific research, qualitative transformation of the educational process based on the adoption of digital technologies, and the introduction of innovative approaches and practices in the process of obtaining scientific results.

OPERATION GOALS	DIRECTIONS OF IMPLEMENTATION	EXPECTED OUTCOME 5 YEARS	EXPECTED OUTCOME 15 YEARS
implementation of a digital management system for the institute's activities	development of infrastructure for digitizing educational and scientific activities; digitization of the Institute's activity management system; enhancement of digital competencies among the Institute's personnel; ensuring the functioning of the distance learning system; ensuring the functioning of the simulation modeling center	work programs of academic disciplines are based on modern approaches to digitizing higher education; the Institute has implemented the "e-diary for cadets" ; certified distance learning courses of the Institute; a cluster of simulation modeling laboratories has been established	in the Institute, a digital management system is successfully operating ; a distance learning system has been created and is successfully functioning ; a simulation modeling center has been created and is successfully operating
creation of a distance learning system			
creation of a simulation modeling center			

IMPLEMENTATION OF THE INSTITUTE'S STRATEGY

The institute's strategy is implemented through the execution of the Operational Plan, which takes into account all strategic goals and directions, regularly reviewed, and serves as the basis for medium-term and short-term activity planning of the military institute.

Responsibility for the development and monitoring of the Operational Plan lies with the Chief of Staff – Deputy Chief of the Institute.

Responsibility for the practical implementation of the Operational Plan is assigned to the Deputy Chiefs of the Military Institute.

Chief of the Korolov Zhytomyr Military Institute

Brigadier General

13 February 2024



Oleksiy Shevchenko