THE CONCEPT OF INNOVATION ACTIVITY OF THE MILITARY INSTITUTE OF TARAS SHEVCHENKO NATIONAL UNIVERSITY OF KYIV

Military Institute of Taras Shevchenko National University of Kyiv

Kyiv, 2025

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Approved by the Academic Council
Military Institute of Taras Shevchenko
National University of Kyiv
Protocol No. 12 of 19.06.2025

Kyiv, 2025

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1. GENERAL

The innovation activity of the Military Institute of Taras Shevchenko National University of Kyiv (hereinafter – the Military Institute) is one of the priority areas of its development in the context of Ukraine's military education system transformation, the growing challenges to national security, and the need to enhance the combat capability and operational effectiveness of the Armed Forces of Ukraine.

The Concept of Innovation Activity of the Military Institute of Taras Shevchenko National University of Kyiv (hereinafter – the Concept) has been developed according to:

- Laws of Ukraine "On Education," "On Higher Education," "On Scientific and Scientific-Technical Activity," and "On Innovation Activity";
- The Military Security Strategy of Ukraine;
- The Concept of the Military Education System Transformation;
- The Regulations of the Ministry of Defence of Ukraine in the field of Military Education and Scientific Activity;
- The Doctrinal Documents of the Armed Forces of Ukraine;
- The Development Strategy of Taras Shevchenko National University of Kyiv;
- The Development Strategy of the Military Institute.

The Concept envisions the formation of a comprehensive innovation ecosystem within the Military Institute, capable of ensuring the development of military education, science, and improvement of institutional activities based on the best national and international practices, taking into account the unique lessons learned, NATO standards, as well as modern challenges and threats.

2. RELEVANCE OF THE INNOVATION ACTIVITY

Russian aggression against Ukraine since 2014, and especially the full-scale invasion in 2022, has posed new, unprecedented challenges to the country's defence system. The modern nature of warfare is multidimensional, encompassing not only traditional forms of armed conflict but also the information and cyberspace domains, as well as aspects of psychological resilience and digital governance.

Under these circumstances, the following becomes crucial:
- adaptive thinking and an innovative culture in commissioned officers' training;
- development of new competencies for commanders — critical thinking, digital literacy, and cross-disciplinary skills.

The Military Institute serves not only as an educational institution but also as a generator of educational and defence innovations. These innovations must be adapted, tested, and, if proven effective, disseminated and implemented in higher military educational institutions (military training units of higher education institutions) (hereinafter – HMEIs or MTUs of HEIs), military units (subunits) of the Land Forces of the Armed Forces of Ukraine, and, if necessary, in other services (branches) of the Armed Forces of Ukraine, as well as in other components of the security and defence sector of Ukraine.

MISSION
Modernisation of the educational environment, digital transformation and expansion of international cooperation, supported by appropriate organisational support and a system for monitoring outcomes.

VISION
The Military Institute is a leading military educational centre of innovation. This unit dynamically implements the latest technologies, innovative methods of instruction, and the best practices of partners (including NATO) for officer training.

3. PURPOSE, OBJECTIVES AND PRINCIPLES OF INNOVATION ACTIVITY

Purpose

Formation of a sustainable innovative environment within the Military Institute as an integrated system capable of creating, adapting and implementing modern educational, scientific, technical and organisational solutions, including the use of artificial intelligence (AI) tools, aimed at ensuring the training of a new generation of officers and increasing the effectiveness of the Land Forces of the Armed Forces of Ukraine and the country's defence capabilities.

Objectives and priority areas

Based on the analysis of internal requirements of the Military Institute and the external environment (particularly the Land Forces of the Armed Forces of Ukraine and other components of Ukraine's security and defence sector), the following goals have been identified:

- **Modernisation of the educational process through innovation.** Development and implementation of modern methods of instruction, updating the content of education and scientific activity to ensure high-quality training that meets NATO standards and the needs of the Armed Forces of Ukraine.
- **Digital transformation of the Military Institute's activities.** Full-scale implementation of digital technologies in the educational environment, management processes, and infrastructure; enhancement of digital competence among staff and students; development of e-learning and digital content.
- **Expansion of international cooperation and integration into the NATO educational space.** Intensification of cooperation with NATO and partner countries in the field of military education and science through lessons learned exchange, joint academic and scientific projects, and ensuring interoperability of training programs.

Each of these objectives is implemented through the corresponding priority areas of the Military Institute's innovation activity:

- **educational innovations;**
- **digitalisation;**
- **international cooperation.**

Principles

- **Interdisciplinarity and practical orientation:** each initiative should have practical significance for the requirements of military education and the Armed Forces of Ukraine.
- **Operational response to urgent needs:** innovation development efforts are prioritised based on ideas and solutions capable of rapidly addressing the pressing operational requirements of the military, the educational process, or scientific activity in a dynamically changing security environment.
- **Creation of conditions for preservation, development and use of scientific (scientific-technical) and innovation potential:** continuous and systematic work on the development of staff, scientific and technological potential, providing favourable conditions for the professional growth of scientists, instructors and cadets (students), supporting scientific research and stimulating innovation activity.
- **Ensuring interaction (integration) between education and science in the development of innovation activities:** ensuring the integration of academic process and scientific research by involving cadets and students in innovation activities, introducing research results into curricula and developing research and educational practices.

4. PRIORITY VECTORS OF INNOVATION ACTIVITY

The Military Institute conducts innovation activities guided by the priorities of the Land Forces of the Armed Forces of Ukraine in military education development and tailored to the organisational structure and mission-specific functions of its internal units. The priority areas of innovation are defined by the functional purpose of the Faculties, Departments, and the Research and Development Centre. Efforts are directed towards the development of dual-use capabilities — adaptable scientific and educational tools applicable in both instructional settings and operational environments — with the overarching goal of strengthening national defence, cultivating leadership, advancing contemporary teaching methodologies, and accelerating the digital modernisation of military education and science.

Innovation activity in the field of education at the Military Institute is concentrated on modernizing the content, forms, and methods of instruction by the competency-based approach, expanding opportunities for combined and distant learning, implementing active methods (case studies, training modules, simulations), increasing the role of research by cadets (students), as well as integrating the leadership component at all levels of the educational process.

The digitisation of the Military Institute is a key innovation priority that involves the creation of a single digital educational and scientific environment, the integration of learning trajectories management tools, digital laboratories, electronic document management, online platforms for self-instruction, as well as the development of a digital culture among cadets and teachers by improving digital competence and adapting to the requirements of modern information society.

The integration of AI tools into the Military Institute's activities is an important component of its innovation development. AI is viewed as a strategic enabler for improving the quality of the educational process, optimising the management of personalised learning trajectories, and enhancing analytical and research capabilities within military education and science. Its implementation includes the development of adaptive learning platforms, automation of academic performance monitoring, use of intelligent decision support systems, and the creation of preconditions for developing the digital resilience of Military Institute personnel in the context of current security challenges.

MAIN DIRECTIONS OF INNOVATION ACTIVITY

4.1. Educational Innovations

The Military Institute is committed to advancing modern teaching technologies and methodologies to develop a new generation of officers. Worldwide experience shows that leading higher military educational institutions are shifting from passive knowledge acquisition to the development of cadets' critical thinking and responsibility through the use of active instruction methods. Taking this into account, the Military Institute will modernise the content and instruction methods in the following areas:

- **Implementation of active instruction methods.** Transition from a predominantly lecture-based format to interactive classes, teamwork, practical case solving, military-strategic games, and combat scenario simulations. This will promote the development of decision-making skills, leadership, and creative approaches among cadets (students).
- **Educational programmes update.** Regular review and update of the curriculum, taking into account lessons learned and anticipated changes in the nature of military conflicts. The Military Institute is implementing a mechanism for the prompt inclusion of new topics in educational plans that emerge as a result of Lessons Learned.
- **Integration of education and scientific research.** Following the principles of the Law «On Higher Education» regarding the unity of education and science, cadets (students), research staff and faculty members will be involved in innovative research projects. Term papers and theses will have an innovative character (prototype development, software, research experiments, etc.), the results of which can be implemented in the educational process or practical activities of the Armed Forces of Ukraine.
- **Professional development of faculty members.** To successfully introduce new methods, systematic training of instructors in modern innovative pedagogical technologies (active learning, combined learning methods, online educational platforms, simulators, etc.) will be organised. Faculty members will participate in training, including those supported by NATO DEEP programmes or exchanges with partner countries' educational institutions, in order to learn from best practices.

The implementation of educational innovations at the Military Institute is aligned with the tasks defined by the regulations of the Armed Forces of Ukraine. Thus, the Military Institute will develop its system for managing educational innovations, which includes regular analysis of needs, planning of experimental educational projects, stimulation of creative initiatives of faculty members and cadets (students), as well as exchange of best practices with other military higher educational institutions.

4.2. Digitalisation

Digital transformation is an integral part of the Concept. In today's world, digital technologies are radically changing approaches to education and management, which is why the Military Institute strives to fully leverage the opportunities of digitalisation to improve the efficiency of the educational process, the accessibility of knowledge, and the speed of management decisions. An analysis of development strategies across higher military educational institutions confirms that **digitalisation** has become one of their key areas of activity, alongside education, research, and internationalisation. The main tasks of the Military Institute in the field of digitalisation are:

- **Development of digital infrastructure.** Modernisation of material and technical base: high-speed network infrastructure, modern computer classrooms, multimedia equipment in lecture halls, and equipping laboratories with advanced IT systems.
- **Electronic educational environment.** Implementation of a unified digital platform to support the learning process (Learning Management System), including electronic courses, databases, educational materials, tools for online testing and feedback. High-quality digital content will be developed and digitised for all academic disciplines. There are plans to create interactive e-textbooks, video lectures, virtual trainers, and simulators for practical training.
- **Administrative digitalisation.** Automation of internal management processes and document management at the Military Institute (implementation of electronic document management systems, personnel and student databases, electronic gradebooks, etc.). These measures will improve transparency and efficiency of management. This task also involves integrating the Institute's information systems with the university-wide systems of Taras Shevchenko National University of Kyiv and the information resources of the Ministry of Defence.
- **Development of digital competencies.** Organisation of

training and courses for faculty members (research staff) and cadets (students) to improve their digital literacy. The program will include learning how to use modern IT tools, cybersecurity tools, data analysis, specialised military programmes, and simulators. The development of digital culture will contribute to the successful implementation of other innovation initiatives.

Additionally, as a result of implementing this Concept, the Military Institute will contribute to the development of a unified digital ecosystem for military education in Ukraine. The Institute will accumulate its digital content (electronic courses, training cases, methodological materials) and ensure its accessibility to other higher military educational institutions (military units of higher educational institutions) through shared platforms. This will promote synergy and prevent duplication of efforts in the development of educational content. All digitalisation initiatives are aligned with the national course toward building a "digital state," adapted to the needs of military education.

4.3. International Cooperation

The international activities of the Military Institute will focus on deepening integration into the NATO educational space, expanding bilateral and multilateral cooperation with foreign military educational institutions, and actively participating in NATO innovation programmes. Such cooperation will not only enhance the quality of officer training by adopting best practices but also contribute to the interoperability of the Armed Forces of Ukraine with NATO forces, which is a strategic objective on Ukraine's path toward NATO membership.

The main areas of international cooperation in the context of innovation:

- **Participation in NATO programmes and initiatives.** The Military Institute will actively participate in programmes such as the Defence Education Enhancement Programme (DEEP), which provide methodological support for military education reform. Cooperation with NATO structures is also planned, in particular with the newly created **Defence Innovation Accelerator for the North Atlantic (DIANA)** and **the NATO Innovation Fund (NIF)**, in order to implement joint projects in the field of dual-use technologies and start-up initiatives. The Military Institute will cooperate with these national and international initiatives by submitting its innovative projects to the Brave1 platform, participating in DIANA/NIF scholarship or grant programmes, and joining research consortia.

- **Joint educational events and exchange of experience.** It is planned to organise and participate in joint events with partners that stimulate innovation: international *hackathons, start-up competitions, and scientific and practical seminars*. The Military Institute will become one of the venues for holding such hackathons (e.g., on cybersecurity or combat simulation) and involve teams of cadets (students) and young researchers in international competitions. Separate exchange programmes will be developed: internships for faculty members and research staff at military educational institutions in NATO countries; invitation of foreign instructors to deliver guest lectures or training at the Military Institute; and cadet (student) exchanges for participation in training courses or military exercises.
- **Harmonisation of educational standards and programmes.** The Concept envisages the continued implementation of NATO standards in educational programmes. The content of officer training will be reviewed to ensure alignment with NATO requirements for each specialisation. The Military Institute will coordinate its curricula with the relevant bodies of the Ministry of Defence of Ukraine and the General Staff of the Armed Forces of Ukraine in order to incorporate proposals for the implementation of methods and programmes adopted by NATO member states. This process will also be supported by close cooperation with the officer training stakeholders — the commands of the branches (services) of the Armed Forces of Ukraine, who define training content requirements based on the lessons learned from partner countries.

International Cooperation Guidelines
- Implementation of NATO standards in education, research, and innovation (STANAGs, BI-SC Directive 075-007);
- Participation in shaping a common security environment through bilateral and multilateral projects;
- Strengthening Ukraine's defence potential through the transfer of technologies, methodologies, models, and related capabilities.

5. ACTORS AND OBJECTS OF INNOVATION ACTIVITY

The innovation activity of the Military Institute is a multi-level process supported through cooperation between the Institute's academic and research community, military units, governmental bodies, and international partners. All participants in this process focus their efforts on the creation, development, testing, and implementation of innovative ideas, technologies, and solutions aimed at advancing military education and strengthening national defence capabilities.

The leadership of the Military Institute serves as the key initiator of innovation activities, setting strategic development priorities, identifying key areas of innovation, fostering a supportive organisational environment, and encouraging the active involvement of all participants in the innovation process.

5.1. Actors of Innovation Activity

5.1.1. The Leadership of the Military Institute
- Establishes the strategic foundations of innovation development;
- Initiates the creation of institutional infrastructure (centres, laboratories, platforms);
- Ensures organisational, legal, and resource support for innovation;
- Encourages motivation and activity among faculty members and cadets (students).

5.1.2. Faculty Members
- Develop innovative instruction methods, training programmes, and digital products;
- Lead interdisciplinary scientific and educational projects;
- Serve as facilitators of knowledge transfer from research to practice;
- Provide mentorship for cadets' (students') innovation activities.

5.1.3. Research Staff
- Implement applied research (or research-technical) projects based on current needs;
- Conduct an expert evaluation of innovative solutions;
- Prepare intellectual property materials, articles, theses, and

analytical reports;
- Participation in grant and research programmes, including those at the international level.

5.1.4. Doctoral Candidates and Adjuncts
- Conduct original research in priority areas of development of the Armed Forces of Ukraine;
- Develop and implement evidence-based solutions in the military domain;
- Participate in the creation and testing of innovative educational, research, and technological products within the framework of departmental and research centre projects;
- Prepare dissertation research, the results of which can be integrated into the educational process, scientific activities, or military practice;
- Participate in grant programs, innovative hackathons, and start-ups focused on defence and education.

5.1.5. Cadets and Students
- Participate in research projects, innovation hackathons (team competitions), and project groups;
- Develop their initiatives, digital tools, and prototypes for practical use in the armed forces;
- Participate in international academic exchanges, competitions, and cadet research societies;
- Accumulate experience in innovative thinking and leadership.

5.1.6. Innovation Activity Stakeholders
The Command of the Land Forces of the Armed Forces of Ukraine, structural units of the Ministry of Defence of Ukraine, and the General Staff of the Armed Forces of Ukraine may act as stakeholders for innovations within the scope of the Military Institute's scientific research areas.

Stakeholders determine the priorities of innovative development and the needs of the Armed Forces, formulate the governmental order for the development and testing of new technologies, and facilitate the implementation of innovations within the units of the Armed Forces of Ukraine. The participation of stakeholders ensures the applied focus of the Military Institute's innovation activities to meet the needs of the armed forces.

5.1.7. International Partners
- Co-organisers of innovative research and education projects

(NATO DEEP, ESDC, DIANA, Erasmus+, Horizon Europe, and others);
- Sponsors and external experts;
- Partners in technology transfer, joint development of intellectual property materials, and result exchange;
- Providers of NATO countries' best practices in officer training and implementation of defence innovations.

5.1.8. Consumers of Innovation Outcomes

The personnel of the Military Institute and the Land Forces of the Armed Forces of Ukraine (military units (subunits), structural divisions, institutions, and agencies) are the primary users of innovative products. In addition, consumers of innovative products may include structural units of the Ministry of Defence of Ukraine and the General Staff of the Armed Forces of Ukraine, military units (subunits) of other branches (services) of the Armed Forces of Ukraine, as well as other components of Ukraine's security and defence sector.

Consumers of Innovation Outcomes:
- Serve as bases for the testing and validation of developments (experiments, method testing, etc.);
- Provide practical feedback and timely evaluation of implementation effectiveness;
- Participation in joint initiatives for the development of practical solutions.

5.2 Objects of Innovation Activity

- Innovative programs and projects aimed at improving education and research activities, ensuring digital transformation, institutional and innovative development, the objects (elements) of the Military Institute's educational and material base, as well as the results of scientific research, inventive, and rationalisation activities;
- Innovative products and outputs;
- New knowledge and intellectual outputs;
- Results of operational tasks, scientific research, and/or experimental design works obtained through the use of fundamentally new or improved modern conceptual solutions, technologies, and operating principles;
- Scientific, technical, and organisational solutions that significantly enhance training quality and research effectiveness.

6. ORGANISATIONAL SUPPORT FOR INNOVATION ACTIVITY

An effective innovation system within the Military Institute requires the establishment of a sustainable organisational infrastructure covering both strategic and operational management levels.

6.1. Coordination Structures

The Non-Staff Group on Institutional and Innovation Development (NSGIID) serves as the principal governance body for innovation management at the Military Institute. Its functions include discussing and providing recommendations to the command of the Military Institute regarding:

- Actions aimed at advancing digital transformation and integrating technological innovations at the Military Institute;
- Directions for implementing innovative projects, introducing the latest approaches and standards in educational and scientific activities;
- Institutional and innovative development of the Military Institute given best practices, etc.;
- Generation of ideas and solutions aimed at enhancing the performance of the Military Institute.

6.2. Structural units responsible for innovation implementation at the unit level

Faculty Innovation Groups — teams formed within each Faculty to implement applied innovative solutions;

Innovation Laboratories (classroom, office, system, complex, equipment set) established for each speciality (specialisation);

Cadet Ideas Incubator — a structured space for generating, developing, and supporting cadets' (or students') innovation projects, with opportunities to participate in national and international competitions.

6.3. Support and motivation tools

Competitions of Innovation Projects with the possibility of rewarding the winners;

Awards and rankings for the most active participants in innovation activities;

External grant support (national and international);

Information-analytical resource on innovations, which:

- presents innovative products;

- forms a bank of innovative ideas;
- feedback is being collected from the Armed Forces of Ukraine.

6.4. Cooperation with end-users of innovation outcomes

Pilot implementation of innovations in HMEIs (MTEs of HEIs) and military units (subunits) of the Land Forces of the Armed Forces of Ukraine;

Joint research, experimental trials, training activities, and simulation exercises aimed at the validation of innovations;

Structured feedback (reports, effectiveness evaluation, and recommendations for improvement);

Integration of military unit experience into the project activities of cadets (students) and faculty members (research staff).

6.5. Integration into the digital ecosystem and national-level initiatives

Ongoing monitoring of the Brave1 platform, the DIANA system, the Ukrainian Defence Cluster, and related initiatives;

Collaboration with the National Research Foundation of Ukraine, the National Intellectual Property Office, and the Digital Transformation Directorate of the Ministry of Defence of Ukraine (MoD);

Development of an innovation tracking system at the Military Institute (to monitor the status, ownership, and implementation outcomes of initiatives).

7. ANTICIPATED OUTCOMES OF CONCEPT IMPLEMENTATION

The Military Institute is a hub of innovation in military education, not only within the Land Forces of the Armed Forces of Ukraine, but also among HMEIs (MTEs of HEIs) of other components of the Security and Defence Sector of Ukraine.

The implementation of the Military Institute's Innovation Activity Concept is aimed at achieving qualitative changes both in the educational and scientific activities of the Military Institute and in the military education system as a whole.

Anticipated results have both institutional and applied significance and are defined in terms of intellectual development as well as actual combat potential.

7.1. Institutional outcomes

Development of a comprehensive innovation ecosystem at the Military Institute;

Enhancing the Military Institute's institutional brand as a leading innovation-driven educational centre in Ukraine;

Integration of the Military Institute into national and international communities of innovative institutions;

Implementation of an innovation management system as a continuous development process of the Military Institute.

7.2. Academic and Scientific Outcomes

Development and implementation of innovative educational products: digital simulators, AR/VR simulators, and adaptive courses;

Growth of research engagement by cadets, course participants, and young researchers via involvement in contests, patent registration, and grant programs;

Expansion of scholarly publications in peer-reviewed and international outlets, intellectual property copyrights, and software products developed, among others;

Proactive involvement in grant programs and research consortia (including Horizon Europe, NATO SPS, and national funding agencies etc.).

7.3. Practical results for the Command of the Land Forces of the Armed Forces of Ukraine

Introduction of innovations (prototypes, algorithms, platforms, etc.) into combat formations of the Armed Forces of Ukraine;

Dissemination and integration of innovative projects proven effective into the activities of HMEIs (MTEs of HEI);

Development of psychological, informational, and legal assistance modules adapted for application, including in operational zones during mission fulfilment (combat environments);

Training a new generation of officers capable of creative and critical thinking, innovative and mentally adaptable;

Increasing the robustness and management effectiveness of units via the adoption of cutting-edge leadership, logistics, and communication practices.

7.4. Digitalisation and Transformation

Integration of the Military Institute into the digital academic and research infrastructure of the Armed Forces of Ukraine;

Implementation of electronic systems for record-keeping, monitoring, and automated analysis of educational and scientific outcomes;

Application of digital instruments for managing the full innovation lifecycle, from initial idea to military validation.

8. MONITORING AND EVALUATION OF INNOVATION OUTCOMES

Effective implementation of the Military Institute's innovation policy requires continuous monitoring, analytical assessment of implementation dynamics, and the adaptation of managerial decisions in response to changes in the strategic and security environment.

8.1. Evaluation Principles

Systematic approach — monitoring is conducted at all levels of innovation activity.

Transparency — results are published and made openly accessible (within security limits) to the academic community.

Feedback — mandatory collection of feedback from end users (faculty members, cadets (students), and units of the Armed Forces of Ukraine).

Results-Oriented Approach — evaluation is based on goal achievement rather than on the process itself.

Flexibility — monitoring outcomes allows for the adjustment of plans, resources, and approaches.

8.2. Monitoring system

The monitoring system of innovative activity at the Military Institute ensures continuous oversight of the initiation, implementation, evaluation, and integration of innovative projects. It integrates analytical, coordination, and IT components, encompassing all tiers of innovation activities — from initiatives led by cadets to projects with strategic significance.

The fundamental components of this system include:

- **The Ad Hoc Group for Innovation and Institutional Development (AGIID)** conducts monitoring and provides the command with substantiated recommendations regarding the relevance, priority, and effectiveness of implementing innovation initiatives.
- **Faculty Innovation Groups** provide ongoing support for projects at the faculty level, ensure their alignment with educational and scientific objectives, record interim results, and initiate internal evaluations.
- **Information-analytical resource for innovations** — accumulates information about active initiatives, tracks changes in project statuses, provides feedback on developments, and forms a bank of research ideas and activity results.
- **The Digital System for Innovation Tracking at the Military**

Institute ensures centralised documentation of all phases in the execution of innovation initiatives — from idea proposal to its implementation or completion, encompassing data on initiators, outcomes, partners, and users feedback.

The monitoring system provides both horizontal and vertical coordination of initiatives, supports transparency of processes, facilitates the prompt detection of obstacles to project execution, and permits the correction of innovation development pathways to meet the requirements of the Military Institute, the Land Forces of the Armed Forces of Ukraine, and other elements of Ukraine's security and defence sector.

8.3. Core Assessment Indicators

Monitoring relies on a combination of qualitative and quantitative indicators:

- The number of innovation projects initiated (broken down by academic specialities and departments);
- Extent of educational integration (number of disciplines featuring innovation-driven content);
- Extent of adoption by military units (number of validated and operationally used innovations);
- Publishing activity, registered intellectual property rights (certificates of authorship), and developed platforms;
- Success rate in contests, grant applications, and start-up projects;
- Effectiveness assessment based on feedback.

8.4. Reporting formats and decision-making

An annual institutional report on innovation activities, approved by the Military Institute's administration and submitted up the chain of command as required.

Departmental and laboratory quarterly reports are analysed at sessions of faculty-level innovation groups.

The effectiveness of the Concept's implementation is evaluated biennially, with the involvement of external experts and international partners (subject to the availability of relevant projects).

8.5. Innovation policy revision

The concept is subject to quarterly monitoring of its implementation status and regular review.

According to the monitoring findings, the following measures may be implemented:

- redistribution of resources;

- priorities update by directions;
- revision of the curriculum content for educational-professional programmes and course plans of professional military education (qualification enhancement courses);
- assessment of organisational initiatives and motivational mechanisms;
- specification of the institute's strategic innovation development goals;
- introducing modifications to the Concept if deemed necessary.

The practical execution of the Concept is managed and coordinated by the Institute's deputy commanders according to their functional domains.

Commandant of the Military Institute of
Taras Shevchenko National University of Kyiv
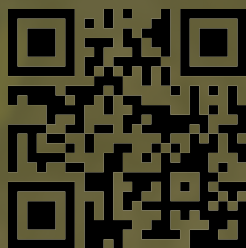Colonel   Oleksii SIROSHTAN

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Kyiv, 2025