Hetman Petro Sahaidachnyi National Army Academy

NAA DEVELOPMENT STRATEGY-2030
«Shaping the officers of the future. Implementing innovations. Synchronizing military education with the battlefield»

Lviv-2025

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1.   INTRODUCTION

The full-scale russian-ukrainian war is radically changing the requirements for military education. Hetman Petro Sahaidachnyi National Army Academy (NAA) finds itself at a turning point—it is here that a new type of officer is being trained, one capable of operating in a high-tech, highly mobile, and psychologically complex combat environment.

The goal of this strategy is to establish a shared vision for the Academy's development until 2030, outline priorities, and provide the tools for their implementation.

The introduction combines two aspects. The first is the context and challenge: war, a shortage of new-generation officers, rapid digitalization of the battlefield, the rapid emergence of new solutions, and the need to integrate NATO standards. The second is the NAA's response: systemic transformation of training programs, updating of material and technical resources, development of R&D capabilities and partner networks. The strategy is based on SWOT analysis, interviews with Academy staff, cadets, and graduates, and consultations with external experts.

The planning horizon is five years (2025-2030). It is long enough to lay the groundwork for major changes in infrastructure and culture, but also flexible enough to be adjusted each year to reflect the realities of war. The target audiences are the Defense Forces command, teachers, cadets, donors, international partners, and Ukrainian society. The logic of the document is based on the principle of "from global to specific": first, the vision, then the strategic goals, directions, action plan, risks, and monitoring system.

The key message is: "We are training the officers of the future and synchronizing military education with the battlefield." The text emphasizes that the Academy is becoming not only an educational institution, but also a platform for innovative activities in the field of higher military education and a center of leadership culture for the entire army.

2. ANALYSIS OF THE CURRENT SITUATION

Advantages

- Convenient location (relatively safe area)
- Own training ground (the largest in Ukraine)
- Availability of areas for new projects
- Experienced instructors with combat experience
- High capacity
- Modern WME
- International cooperation capabilities
- DEP as development tool

Disadvantages

- Disruption of the educational process due to the war
- Outdated teaching methods
- Insufficient material and technical resources
- Limited funding
- Underdeveloped infrastructure
- Lack of digitization of key processes
- Low flexibility and adaptability
- Reputational risks
- Weak communication strategy

Capabilities

- A fresh perspective of the new management team
- R&D center and scientific initiatives (Experimentarium)
- International grant programs
- Creation of the NAA Development Fund
- Engagement of alumni and partners
- Development of our own brand

Threats

- Physical destruction of facilities
- Loss of personnel
- Emigration of young people
- Reduction in state funding
- Data leaks

Competitive position

As of 2025, NAA is one of the most recognizable and promising higher education institutions in Ukraine, demonstrating high standards of quality in education and strategic development.

3. NAA MISSION AND VISION, VALUES AND PRINCIPLES

VISION 2030

In 2030, Hetman Petro Sahaidachny National Army Academy (NAA) will be Ukraine's leading military university, internationally recognized as a key center for military education, innovation, and the formation of a new Ukrainian elite. The academy attracts Ukraine's most talented young people, creating an environment where the future military, political, public, and business elite of the state are formed.

The NAA is the benchmark for higher military education institutions in Ukraine's military education system, recognized among military universities and military institutions in NATO countries, and a role model in specific areas of activity and innovative projects. The academy is the central platform for the highly qualified training of officers for the Armed Forces of Ukraine, focused on modern military standards and future challenges.

The academy is also a leading Ukrainian center of innovation in the field of higher military education, scientific research, and the development of approaches and technologies that directly affect the country's defense capabilities.

MISSION

The mission of the NAA is to shape the officers of the future. By aligning military education with the battlefield, innovative solutions, and modern military doctrines, the Academy is preparing a new generation of leaders. Not just highly qualified military specialists, but physically and intellectually developed individuals capable of critical thinking and resisting informational and psychological influence. Commanders with civic awareness and patriotic values who are capable of making important decisions, acting effectively in difficult conditions, promoting social change, and shaping the future of the country.

The academy trains an officer corps that becomes the core of the Ukrainian elite and intelligentsia on the battlefield and in civilian life, capable of thinking tactically and strategically, ensuring the stability, security, and development of Ukraine in the face of modern challenges and future transformations.

VALUES

● **Dignity.** We value and respect the dignity of every cadet, employee, or any other person as the highest moral basis for interaction. At the Academy, we create an atmosphere of mutual respect where everyone feels their importance and value.

● **Trust.** Trust is the foundation of our relationships and actions. We strive to build open, honest, and reliable relationships that allow us to act effectively, achieve goals, and develop together.

● **Responsibility.** We take full responsibility for our actions, decisions, and their consequences. This means being ready to take responsibility for successes and challenges, acting transparently and consistently. We do not tolerate irresponsibility. We realize that the quality of our graduates' training can be a decisive factor in saving the lives of Ukrainian soldiers and the success of the mission.

● **Proactivity.** We value initiative and an active approach to solving problems. Our officers act proactively, anticipating challenges and using opportunities to achieve their goals. Our employees seek solutions and propose ways to solve problems.

● **Patriotism.** For us, patriotism is a deep sense of responsibility for the future of the country, a willingness to serve society and defend the state. We foster loyalty to Ukraine as the fundamental basis for learning, working, and living. We speak Ukrainian and cherish Ukrainian culture. We eradicate everything russian: language, meanings, cultural practices.

● **Intellectual freedom.** We support freedom of thought, creativity, and critical thinking. At the Academy, we create a space for the free search for ideas, innovative solutions, and discussions. We believe that the questions "Why?" and "What for?" are not a cause for controversy, but an opportunity for growth. We are confident that the best solutions can be found through conversation and communication.

● **Personality.** We recognize the uniqueness of each individual and create conditions for the comprehensive development of everyone's potential. It is important for us that officers reveal their talents and skills and become the best version of themselves.

PRINCIPLES

● **People-centered approach.** We place people at the center of all processes, from training to management decisions. Respecting the dignity of each individual, we create an environment that meets people's needs, promotes their development, and fosters leadership and critical thinking skills.

● **Openness.** We support transparency in our actions, honesty in our interactions, and openness to new ideas. Our culture encourages open exchange of ideas and constructive criticism as a source of growth and development.

● **Interaction and cooperation.** We are convinced that complex tasks can only be solved through effective interaction and cooperation. Teamwork and collective decision-making form the basis of our success, enhancing results through the synergy of our efforts.

● **Innovation.** We are constantly looking for new approaches, technologies, and methodologies, encouraging the courage to experiment and test ideas in a safe environment. For us, innovation is a way of thinking that allows us to see the future and act outside the box.

● **High-quality results.** Our success is determined not only by quantity, but also by the high quality of the results achieved. We strive to achieve our goals, taking into account the impact on society, ensuring maximum efficiency and meeting the needs of our partners and society.

4.⬜ ⬜STRATEGIC GOALS AND OBJECTIVES

1. NAA cadet as a role model for future officers
2. Strengthening NAA position as an attractive place to work for leading specialists in Ukraine
3. Developing the alumni community as a tool to increase the academy's influence on the Ukrainian military and society
4. The physical space of the Academy as an example of aesthetics, functionality, and accessibility of higher military education institutions
5. Flexible, adaptive, and relevant learning process
6. The largest practical training base in Ukraine
7. The NAA brand as the most recognizable and understandable military educational institution
8. NAA as a partner institution

Goal 1. NAA cadet as a role model for future officers
KPI:

1. Employers' satisfaction level (UAF) with the training of graduates (based on surveys) – at least 90%.

Objectives:
● Create an admissions campaign team
● Develop and implement a strategic approach to recruiting future cadets through explanatory work and outreach to schoolchildren aged 14 and older
● Develop and implement a strategic approach to recruiting future cadets through explanatory work and recruitment of schoolchildren aged 17 and older
● Strengthen the requirements for admission to the Academy through higher intellectual and physical requirements. Form a public image of the NAA as an elite institution.
● Involve cadets in improving the educational process. Increase the role of cadets. Create a platform for interaction
● Form a system of positive incentives
● Create a digital ecosystem for learning and communication. Create a mobile application. Create convenient tools for distance learning
● Strengthen and support the development of specialized cadet communities. Involve new cadets in communities
● Involve cadets in the process of developing projects for development and innovation
● Integrate cadets into external and civil initiatives. Interact with students from local universities, participate in social and community projects

- Create and develop urban coworking as a key space for interaction
- Create a cadet code for the Academy (history, rules, etiquette, appearance, and other important aspects)
- Develop internal competition among cadets in EQ and physical training
- Improve the quality of cadets' English language skills
- Increase the number of opportunities for international exrcises

Goal 2. Strengthening NAA position as an attractive place to work for leading specialists in Ukraine

KPI:

1. Average competition for one teaching/research position – 3:1;
2. Percentage of vacancies filled by teachers with academic degrees – 50%;
3. Level of staff satisfaction with working conditions (based on internal surveys) – 95%;

Objectives:

- Update and optimize processes for attracting the best specialists
- Automate processes and overcome excessive bureaucracy
- Create a system for continuously improving the efficiency of departments and teams. Introduce an OKR system
- Scale up employee training programs
- Create conditions and implement a program to attract civilian expert consultants in various fields, change makers, and trendsetters (people who set trends and fashions in various fields) to improve the Academy's training and management processes
- Develop projects for interaction with civilian partners

Goal 3. Developing the alumni community as a tool to increase the academy's influence on the Ukrainian military and society

KPI:

1. The number of active alumni in the Academy's alumni community is over 1,000.
2. The frequency of alumni involvement in the educational process (lectures, training sessions, etc.) is at least 60 times per year.

Objectives:

- Form a specialized team to address issues related to the NAA Alumni Community
- Launch the NAA Alumni Community
- Involve alumni in the Academy's development process
- Launch a program to invite experienced alumni to share their experience and teach short-term courses at the Academy
- Systematically and consistently collect feedback from alumni

Goal 4. The physical space of the Academy as an example of aesthetics, functionality, and accessibility of higher military education institutions

КPI:

1. Percentage of renovated/refurbished premises in accordance with accessibility principles – 100%;
2. Aesthetic and functional rating among cadets and staff (based on survey results) – 4.5/5;
3. Number of open spaces created/modernized for learning and recreation – at least 7.

Objectives:

- Develop a master plan for the Academy's territory, taking into account the principles of accessibility, aesthetics, and energy efficiency
- Optimize the location and layout of services and departments
- Reorganize classrooms and spaces in the field. Create design standards
- Reorganize administrative premises in the permanent stationing point and field conditions and develop their standard
- Build an R&D center
- Build a new sports complex
- Build a DronoHub
- Build a "Reserve headquarters" security space

Goal 5. Flexible, adaptive, and relevant learning process

КPI:

1. Updated curricula – 100%;
2. Student satisfaction with the educational process – 95%;
3. Number of new teaching technologies/simulations – at least 10.

Objectives:

- Modernize the system for collecting up-to-date information from the battlefield
- Create conditions for the implementation of short-term courses/training
- Modernize officer courses
- Update material and methodological resources
- Rethink training programs
- Modernize the digital library
- Modernize immersive technology tools
- Improve international cooperation and access to external knowledge
- Program for the qualitative self-development of cadets
- Introduce a discipline on unmanned systems
- Update the course for young teachers

Goal 6. The largest practical training base in Ukraine

КPI:

1. Level of equipment at the training ground (percentage of planned technical solutions) – 100%.

Objectives:

- Develop a master plan for the development of the training area
- Improve the safety of the training area
- Renovate and develop the service infrastructure
- Launch Experimentarium.Area
- Renovate and expand the training equipment pool
- Renovate the logistics base of the training area

Goal 7. The NAA brand as the most recognizable and understandable military educational institution

КPI:

1. NAA brand recognition among applicants and military personnel – at least 90%;
2. number of mentions of the Academy in national and international media – 500 per year;
3. Growth in subscribers and interaction on the official social media accounts of NAA +100% compared to 2024.

Objectives:

- Reorganize the media service into the Academy's communications department
- Develop a brand strategy, marketing and communications strategies
- Develop a design strategy and brand book
- Launch the Academy's website
- Launch an ambassador program

Goal 8. NAA as a partner institution

KPI:

1. Number of cooperation agreements signed with domestic and international institutions – at least 10;
2. Number of joint educational/scientific projects with partners – 10;
3. Number of cadets involved in international exchange programs – at least 60.

Objectives:

- Create a team of external partnerships
- Engage external partners in the development of the Academy
- Establish a systematic launch of joint projects
- Build relationships with the miltech community and military organizations
- Establish an interdisciplinary Supervisory Board for the Academy
- Launch a format for annual reporting meetings with partners

5. STRATEGY IMPLEMENTATION PLAN

A roadmap with a description of tasks and specific stages is an important element of strategy implementation. For high-quality implementation of the strategy, clearly defined KPIs, responsible persons, and implementation deadlines are required.

This is described in detail in the document "Plan for the Implementation of the NAA Development Strategy 2030."

6. RISK MANAGEMENT

Modern warfare proves that established processes can be halted in a matter of minutes by a missile strike, cyberattack, or blackout. Therefore, it is essential to implement risk management and transform it from a "firefighting" tool into an integral part of strategic planning.

It is important to create a specialized document called a "List of risks," where each scenario—from the physical destruction of objects to the loss of personnel or funding—is ranked according to probability, impact, and necessary responses. The list is updated quarterly, allowing the team to instantly see the "red zones."

7. MONITORING AND EVALUATION

War and rapid changes in legislation make any long-term plan "alive." Therefore, once a year, the Academy convenes a working group of teachers, cadets, alumni, and partners, compares current risks and resources with goals, updates indicators, and immediately adjusts the strategy.

To ensure that external control is real and not just formal, a tripartite board is formed: representatives of the Academy, combat units, and the civil sector (universities, IT businesses, donors). Every year, it checks the implementation of KPIs, audit findings, and risk management discipline, and publishes the results in an open report.

This approach is based on Ukrainian legislation on civilian control in the security sector, which explicitly provides for the participation of parliament and the public in the oversight of defense institutions.

After five years of implementation, the Academy prepares a consolidated report: financial data, training results, combat feedback from graduates, and examples of innovations implemented. The document is discussed at a closed briefing, presented (in an approved format) to partners at the forum, and published online,

building public trust in the institution and the Ukrainian military as a whole. Such transparency harmonizes internal results with the requirements of the Budget Code regarding regular public reporting by budgetary institutions.