

Ministry of Defense of Ukraine
Yaroslav Mudryi National Law University
Military Law Institute

COMMUNICATION STRATEGY
OF THE MILITARY LAW INSTITUTE
YAROSLAV MUDRYI NATIONAL LAW UNIVERSITY



1. General Provisions

1.1. The communication strategy of the Military Law Institute Yaroslav Mudryi National Law University (hereinafter referred to as the Strategy) is a system of values and principles, goals and objectives, norms and rules, as well as means and methods of their implementation in a structured approach to planning and implementing communication activities aimed at achieving the declared goals of the Military Law Institute Yaroslav Mudryi National Law University (hereinafter referred to as the MLI NLU) by generating demand for educational services and promoting the MLI NLU brand through communication and interaction with the target audience.

1.2. The strategy is developed on the basis of the laws of Ukraine "On Education," "On Higher Education," the Concept of Strategic Communications of the Ministry of Defense of Ukraine and the Armed Forces of Ukraine, approved by Order of the Ministry of Defense of Ukraine No. 612 of November 22, 2017, Regulations on the Military Law Institute of the Yaroslav Mudryi National Law University, Joint Directive of NATO Strategic Commands "Education and Individual Training (E&ITD) 075-007."

2. Vision, mission, and values of the Military Law Institute of the National Law University

2.1. Vision of the Military Law Institute Yaroslav Mudryi National Law University

The Military Law Institute Yaroslav Mudryi National Law University occupies a leading position as the foremost military educational institution with a legal profile in Ukraine and the only specialized military training unit of a higher education institution for the preparation of highly qualified military leaders and specialists with a legal profile and in the field of law enforcement for the needs of the security and defense sector.

The Military Law Institute Yaroslav Mudryi National Law University provides high-quality professional military education, implements advanced approaches to education quality management, and shapes a new generation of military leaders.

The Military Law Institute Yaroslav Mudryi National Law University trains highly professional, motivated, and responsible officers who are capable of making informed decisions, acting effectively in the context of modern security challenges, ensuring legality and law and order in the Armed Forces of Ukraine, other military formations, and law enforcement agencies, conduct fundamental and applied research in the field of military law, national security law, and military legislation, and perform scientific and legal expertise on the specified issues.

2.2. Mission of the MLI NLU

The mission of the MLI NLU is to create conditions for high-quality educational and scientific activities with the aim of training qualified, competitive military specialists to meet the current needs of the security and defense sector, as well as to form a new generation of officer leaders with high moral, professional, and combat qualities, who are psychologically stable, educated in the historical traditions of the Ukrainian people, patriots, and conscious defenders of Ukraine, taking into account the standards of NATO member states.

2.3. Values of the MLI NLU

Victory – the ability of each individual and the team as a whole to achieve success, overcome all difficulties and challenges through hard work and constant self-improvement;

leadership – the ability to inspire and lead others, the willingness to devote one's time, energy, and life to the prosperity, revival, protection, and defense of Ukraine;

strength – the inner strength of the Institute's team, manifested in mutual trust, unity, readiness to support each other in critical situations and jointly achieve set goals, as well as physical endurance, psychological resilience, and moral maturity as the basis for combat brotherhood and effective leadership;

professionalism – the presence of in-depth knowledge in the field of professional activity as the basis for making informed and professional decisions by military specialists and leaders;

honor – adherence to fairness, respect, and mutual trust within the team, regardless of age, gender, nationality, status, etc.

3. Goals and objectives of the MLI NLU in the field of communications

3.1. The foundation of the Strategy is a long-term goal, which is to build a comprehensive, transparent, and effective system of external and internal communication for the MLI NLU that contributes to the implementation of its mission, vision, and strategic objectives.

3.2. The Strategy should ensure the efficiency, consistency, and continuity of information flows, effective exchange of information between management, academic and teaching staff, students, as well as with military authorities, state and local government bodies, the public, and international partners, and to support a culture of academic integrity, defense capability, and the development of quality higher education at the MLI NLU.

3.3. Communication goals of the MLI NLU:

ensuring a unified information policy and a comprehensive information environment for effective communication with all categories of stakeholders—

military, scientific, educational, public, and international partners—taking into account information security conditions and dynamic challenges;

strengthening the reputation of the MLI NLU in the field of training military specialists with a legal profile for the Armed Forces of Ukraine and other military formations in the security and defense sector, in accordance with NATO standards, and fulfilling a high social mission;

improving communication culture and developing transparent internal communication that ensures effective interaction between the management of the MLI NLU, structural units, scientific and pedagogical staff, and students;

creating information content that promotes brand recognition and represents the achievements of the MLI NLU in the fields of education, scientific and innovative activities, military training, and international cooperation;

systematic support for international communication, including the development of partnerships with higher military educational institutions in NATO countries, participation in international programs, projects, and research;

promotion of the MLI NLU in Ukraine and abroad as a military training unit of a higher education institution that trains highly qualified legal officers and conducts scientific and innovative activities, as well as the achievements of students and scientific and pedagogical staff of the MLI NLU;

convincing the target audience of the high capacity of the MLI NLU to meet and even exceed expectations for fruitful interaction and increasing applicants' interest in obtaining higher education at the MLI NLU;

forming a strong and diverse community of graduates and students, ensuring historical continuity and creating a positive climate for the emergence and preservation of MLI NLU traditions;

increasing the participation of the MLI NLU in the public life of Ukraine through fruitful interaction with civil society institutions and opinion leaders;

ensuring the functioning of an effective system to counter information threats.

3.4. Tasks of the MLI NLU in the field of communications:

ensuring communication that contributes to the implementation of the mission, vision, and goals of the MLI NLU in all areas of activity;

improving internal communication mechanisms between management, structural units, scientific and pedagogical staff, and students in order to enhance management efficiency and form a unified corporate culture;

ensuring transparency and openness of the activities of the MLI NLU by regularly informing the public about key achievements, events, and initiatives of the MLI NLU in compliance with information security requirements;

developing targeted information content that demonstrates the achievements of the MLI NLU in accessible and understandable formats;

cooperating with domestic and foreign higher education institutions;

developing and implementing a system of generally accepted rules of conduct, traditions, and conventions that must be followed by representatives of the MLI NLU when organizing, conducting, or participating in official meetings

with external entities ("diplomatic protocol");

monitoring, evaluating, and adapting communication activities with the aim of continuously improving communication processes in line with changes in the environment, technologies, and stakeholder expectations;

developing a modern internal communication system based on the use of secure digital tools (corporate email, Moodle-based platforms) to ensure prompt information sharing and interaction between management, structural units, scientific and pedagogical staff, and students;

regular updating of the MLI NLU website and support for content;

maintaining the official social media pages of the MLI NLU in compliance with the rules on the dissemination of restricted information, ethics, and stylistic consistency;

developing and distributing informational materials (analytical reports, brochures, videos, infographics, etc.) about the activities of the MLI NLU for various target audiences;

supporting the creativity of students and their original initiatives in the field of communication activities;

expanding the media materials database and forming an audiovisual archive of the MLI NLU;

developing a brand book, internal and external communication standards, including style design, logo, official document templates, and other elements of visual identity;

organizing informational support for international cooperation—covering the participation of the MLI NLU in projects with partners from NATO member countries, educational and scientific programs, international training, seminars, etc.;

monitoring the information space, identifying and counteracting information threats;

regular analysis of communication effectiveness and adjustment of the Strategy, if necessary.

4. Visual style and tone of communication

4.1. In order to form a coherent image and ensure the unity of the communication policy of the MLI NLU, the visual design of all official materials must comply with the general brand strategy and information policy of the MLI NLU, namely:

Official materials (presentations, newsletters, reports, website posts, social media posts, souvenirs, etc.) must be designed in a unified visual style (uniform stylistic design) in accordance with the MLI NLU brandbook.

The design of information resources (website pages, social media pages, videos, and infographics) must be based on approved templates, colors, logos, fonts, and graphic elements of the MLI NLU.

The use of visual materials should reflect the values and strategic priorities of MLI NLU. Such materials include photographs and videos of significant stages

of the educational process, scientific activities, participation in international events, interaction with partners, as well as images that convey the atmosphere of academic discipline, patriotism, and professionalism;

any use of state symbols, logos of partner organizations, or symbols of military formations must be carried out in accordance with the current legislation of Ukraine and orders of the Ministry of Defense of Ukraine.

4.2. Tone of communication The tone of communication of the MLI NLU should be clearly patriotic, without losing its humanity. The style should be concise, without excessive pathos or bureaucratic language, and understandable not only to military personnel. Educational messages should be written in a journalistic style.

5. Language, communication channels, means of information transfer, and key messages

5.1. The main language of communication at the MLI NLU is Ukrainian, and the language of international communication is English.

5.2. The main channels of communication for the MLI NLU are:

official websites and pages on the websites of the Ministry of Defense of Ukraine, security and defense sector entities;

the official website of the Yaroslav Mudryi National Law University (hereinafter referred to as the Yaroslav Mudryi National Law University);

the official web page of the MLI NLU on the official website of the Yaroslav Mudryi National Law University;

official pages of the MLI NLU on social networks;

the official YouTube channel of the MLI NLU;

corporate email;

internal information channels (messenger groups, bulletin boards, letters, orders);

mass media;

partner communication channels;

off-site events (guest lectures, master classes, etc.);

official communication channels of the community of students and graduates of the MLI NLU.

5.3. Means of information transfer:

official announcements on the MLI NLU website;

information via internal information channels (e-mail, messenger groups);

publications on social networks;

press releases, video reports, official comments, interviews;

publications in the media;

correspondence with partners;

information stands, bulletins, internal communications;

meetings, assemblies, sessions;

public reports and presentation materials accompanying official events;
 souvenir products of the MLI NLU;
 career guidance events, exhibitions, open days;
 Communication support for MLI NLU events.

5.4. Key messages of internal communication:

MLI NLU provides educational activities at the first (bachelor's) level of higher education and the second (master's) level of higher education with the simultaneous acquisition of military education that meets the standards of higher education and military standards of the Armed Forces of Ukraine;

The MLI NLU trains military specialists capable of performing tasks both in peacetime and under martial law;

The MLI NLU is a place of discipline, professional development, and patriotic education;

Communication at MLI NLU is open, structured, and based on mutual respect.

academic integrity, responsibility, and mutual assistance are key values of the internal environment;

Supporting a healthy communication environment promotes trust, a sense of belonging to a common mission, and the development of leadership qualities.

5.5. Key messages of external communication:

MLI NLU educational and professional programs combine legal education with military training, mastery of modern technologies, and combat experience;

The MLI NLU is open to cooperation in the fields of science, education, and strategic initiatives;

All external communications of the MLI NLU are aimed at strengthening trust, reputation, and transparency of activities.

The MLI NLU operates in accordance with the principles of national security, academic integrity, and integration into the global educational space.

6. Crisis communication

6.1. Crisis communication at MLI NLU is aimed at ensuring a timely, coordinated, and secure response in cases that could damage reputation, disrupt stable functioning, or create information risks. Communication in a crisis is based on the principles of responsibility, transparency, and information security.

6.2. The crisis communication policy applies in cases of information pressure or disinformation, emergency situations, leaks of confidential data, threats to the security of management, structural units, scientific and pedagogical staff and students, or the infrastructure of the MLI NLU, as well as in situations requiring a public response.

6.3. Communication in crisis situations is based on:
 unity of position and consistency of messages;
 speed of response to information challenges;
 compliance with standards of transparency and national security;
 preventing the spread of unverified or controversial information.

7. Evaluating the Strategy's effectiveness

7.1. To ensure the implementation of the Strategy, evaluate its effectiveness, compare the results achieved with the goals set, analyze mistakes and achievements, identify successful and unsuccessful aspects of the Strategy, and take them into account in the future, a system for monitoring and evaluating results using Key Performance Indicators (KPIs) is being introduced.

7.2. Measurement is based on quantitative and qualitative data: publication coverage, audience engagement, recognition dynamics, speed of response to information challenges, internal staff involvement in information initiatives, etc. Data collection and analysis is carried out by responsible persons in accordance with Appendix 1.

8. Distribution of responsibilities in the communication activities of the MLI NLU

8.1. Overall management of the implementation of the Strategy of the MLI NLU, development of a schedule, determination of deadlines for each stage and persons responsible for the implementation of the task, calculation of costs for the implementation of the strategy is carried out by the deputy head of the institute for moral and psychological support – the head of the moral and psychological support group.

8.2. The management of the MLI NLU, structural units, scientific and pedagogical staff, and students are the bearers of the Institute's communication culture and are obliged to adhere to a unified information policy in public speeches, interviews, and on social networks. The actions and statements of each member of the MLI NLU team, from individual students to the head of the institution, must comply with the norms of public morality, professional ethics, and legislation, as well as the high reputation of military lawyers and the MLI NLU.

8.3. Each member of the MLI NLU team participates in ensuring effective communication by promptly informing the deputy head of the institute for moral and psychological support – the head of the moral and psychological support group – about the organization of events and activities, the implementation of changes and reforms.

8.4. Heads of structural units have communication responsibilities within their areas of responsibility and must be prepared to act as spokespersons within their competence, be able to explain and justify their vision, goals, and decisions, and motivate other military personnel and employees of the MLI NLU to engage in communication. Heads of departments are responsible for communication within the departments they lead, interaction with the command, and the organization of information dissemination.

9. Final provisions

9.1. The Strategy shall be approved by the Academic Council of the MLI NLU and shall come into force upon its enactment by order of the Head of the MLI NLU.

9.2. Amendments and additions to the Strategy shall be made and approved by the Academic Council of the MLI NLU in the same manner as the Strategy itself.

Key performance indicators (KPIs) for communication

No.	Indicator	Target value	Frequency of measurement
1	Level of awareness among students regarding the mission of the MLI NLU	$\geq 85\%$	Annually
2.	Growth in the number of subscribers on social networks	+10%/quarter	Quarterly
3.	Response time to information crises	≤ 3 hours	After each incident
4.	Information security measures taken (training/briefings)	≥ 1 / quarter	Quarterly
5.	Number of new media materials (videos, photo reports, articles, posts, infographics)	≥ 7 / month	Monthly
6.	Average reach of social media posts (based on analytics for each account)	Social network: $\geq 3,000$ / month	Monthly